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Jewish Community Federation Leadership Oral History Project

Louis E. Weintraub

ADMINISTRATION OF THE SAN FRANCISCO JEWISH WELFARE FEDERATION, 1970-1975

Introductions by
Frances D. Green
and
Robert E. Sinton

Interviews Conducted by
Eleanor Glaser
in 1994

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Introductions by Frances D. Green and Robert E. Sinton, past presidents of the San Francisco-based Jewish Community Federation.

Interviewed 1994 by Eleanor Glaser for the Jewish Community Federation Leadership Oral History Project. Regional Oral History Office, The Bancroft Library, University of California, Berkeley.

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PREFACE

The Jewish Community Federation Leadership Oral History Project was initiated in 1990, under the sponsorship of the Jewish Community Endowment Fund, to record the recent history of the Jewish Welfare Federation. Through oral histories with the sixteen living past presidents and two past executives of the Federation, the project seeks to document Jewish philanthropy in the West Bay as spearheaded by the Federation during the past half-century.

The Jewish community can take pride in the manner in which it has, through the years, assumed the traditional Jewish role of providing for the less fortunate. Organized Jewish philanthropy in San Francisco began in 1850 with the Eureka Benevolent Association, today's Jewish Family and Children's Service Agency. With the organization in 1910 of the Federation of Jewish Charities, the community took the major step of coordinating thirteen separate social service agencies. The funding of local services was absorbed by the Community Chest when the Federation affiliated with it in 1922. Soon thereafter, the need was seen for an organization to support the financial needs of national and overseas agencies. This led to the formation of the Jewish National Welfare Fund in 1925, which pioneered in conducting a single annual campaign for Jewish needs outside of San Francisco. The Federation of Jewish Charities and the Jewish National Welfare Fund merged in 1955, becoming the Jewish Welfare Federation, the forerunner of the present Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

This oral history project was conceived by Phyllis Cook, executive director of the Jewish Community Endowment Fund, and Eleanor Glaser, the oral historian who had just completed the oral history of Sanford M. Treguboff, the late executive director of the Federation. They realized that 1990 would be the thirty-fifth year of the Jewish Welfare Federation and that it was none too soon to try to capture the insights and experiences of the Federation's first presidents. Not only would these leaders be able to document the dynamic history of the Federation, but they could link that to the activities of several other agencies since all had prepared themselves for their services as Federation president by working in one or another capacity in the earlier Jewish charitable institutions.

Thus, it was anticipated that through the recollections of these Federation presidents it might be also possible to understand the driving motivations and principles of those pioneer leaders and the forces they dealt with during the building of the Bay Area Jewish community.

Phyllis Cook, in consultation with the board of directors of the Jewish Community Endowment Fund, worked with the Regional Oral History Office of The Bancroft Library, University of California, Berkeley, to carry out the project. Direction of the project was assumed by Eleanor Glaser, the office research editor for Jewish history subjects.

In the oral history process the interviewer works closely with the memoirist in the preliminary research and in setting up topics for discussion. For the Federation project, Eleanor Glaser conducted extensive research in the Federation Board minutes in order to determine critical events, committee assignments, and the pressing needs during each president's term of office. The interviews are informal conversations that are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final typed. The oral history manuscripts are open to research in libraries nationwide. Copies of the Federation project oral histories will be available in the Federation Library; The Bancroft Library; the Department of Special Collections, Library, UCLA; and in other libraries interested in collecting source material on this subject.

Sam Ladar, president of the Jewish Welfare Federation in 1965 and 1966, was the first interviewee. As the initial oral history for the project, general Federation information such as early board minutes, lists of officers, etc., have been included in the Ladar volume. Researchers are advised to start there.

The Regional Oral History Office was established in 1954 to record the lives of persons who have contributed significantly to the history of California and the West. The Office is administered by The Bancroft Library. Over the years the Office has documented a number of leaders in the California Jewish community. The Office is honored to have this opportunity to document Jewish philanthropy in the San Francisco Bay Area.

Eleanor Glaser, Project Director
Jewish Community Federation Leadership
Oral History Project

Willa Baum, Division Head
Regional Oral History Office

December 1996
Regional Oral History Office
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Jewish Community Federation Leadership Oral History Project
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INTRODUCTION--by Frances D. Green

Lou Weintraub has been my friend and mentor for well over thirty years. He has been my guide, not only on the many missions and meetings we attended together, but also through the maze of my Federation involvement.

Lou has the most analytical mind I've ever known. His insightful analysis of a situation makes him a great asset to any organization.

With his background in social work, he used this discipline to bring together groups to develop and execute new and innovative ways of fundraising. He always knew how to get the best out of his leadership--both monetarily and with strong commitment to the strengthening of the Jewish community.

When I was general Campaign Chairman in the early 1970s, the Jewish Welfare Federation (as it was called then) had its second retreat of campaign workers at Asilomar. Using group interaction and face-to-face solicitations as key fundraising tools for the second year, Lou once again convinced us that our own increased pledges would help assure an increased campaign. It took me weeks to recover from the shock of my own pledge, but it did have an effect on the gifts of others. It is still true today.

After retiring from the Federation in 1976, Lou became a consultant to the United Way of the Bay Area. He then became a consultant and, later, its interim director to the Golden Gate Chapter of the American Red Cross. Lou had recommended me for the board of this chapter, and I was privileged to be working with him again. His fundraising ability, his administrative ability, and his encouragement of more lay involvement made him respected and loved by all.

Bill's and my most memorable trip with Lou was the one in 1966 that he led to Morocco, Italy, Israel, and France. After recovering from the lost luggage, we settled down to an in-depth study of the Joint Distribution Committee in an Arab country, the transportation process of immigrants from the Eastern Block countries to Israel, their absorption in Israel, and again the work of the JDC, this time in Paris. The importance of this first hand knowledge never left us.

Lou is a most thoughtful and kind man. We took many trips to Council of Jewish Federation meetings. When I had no dinner plans, he always included me with his family. He has a wonderful sister and brother-in-law and an equally delightful brother and sister-in-law. There are very few people who would show this sensitivity to a female lay leader traveling alone.

Lou and his beloved Betty were our good friends for many years. We have watched Paul grow into a fine young man. After Betty's untimely death, Lou eventually met Roslyn Levy, a beautiful, talented, and charming lady and we are glad to consider her a friend also. Lou lives in Sacramento and is as charming and intellectually stimulating as ever.

Frances D. Green, Former President,
Jewish Community Federation of San
Francisco, the Peninsula, Marin and
Sonoma Counties

August, 1996
San Francisco, California

INTRODUCTION--by Robert E. Sinton

When I think about Lou Weintraub, I remember someone who had a lasting impact on my life. We met each other a little over forty years ago when he was the Western Regional Director for the Council of Welfare Funds, and I was a volunteer for the National Jewish Welfare Fund of San Francisco. He taught me in depth of the structure of the Jewish community and how it could best be served professionally. He became one of my best friends from then on. Our lunches together in San Francisco and the rest of the Bay Area were treasured events. His challenging mind charged my "batteries" and the stimulation was lasting.

His sense of humor, his brilliant mind, his sensitivity to others; all are characteristics which I remember and cherish.

Robert E. Sinton

May 16, 1995
San Francisco, California

INTERVIEW HISTORY--Louis E. Weintraub

In 1948, Louis Weintraub was posted to California as the Western Regional Consultant for the Council of Jewish Federations and Welfare Funds, and for some forty years he served as a professional communal leader for a number of Jewish and general community organizations, both in the Bay Area and overseas.

The oral history of Louis Weintraub is the second memoir of an executive director of the San Francisco-based Jewish Community Federation as part of the Jewish Community Leadership Project funded by the Jewish Community Endowment Fund. Brian Lurie, Weintraub's successor as Federation executive director, was interviewed in 1991 for that series, and his oral history is still in process. Sanford M. Treguboff, Weintraub's predecessor as Federation executive, was interviewed by the Regional Oral History Office in 1984; his oral history was sponsored by the Judah L. Magnes Memorial Museum.

Lou Weintraub was no stranger to the process of oral histories or to me, for it was due to Lou's direct assistance that I was able to finish the oral history of Marcel Hirsch, longtime president of the San Francisco Jewish Community Bulletin. This was in 1980, when Mr. Hirsch, seriously ill but wanting to complete the project, asked Lou to take part in the last two interview sessions to help him recall his community endeavors. Mr. Hirsch also designated Lou as the person to review the edited transcript of the interviews. Included in the Hirsch volume were Lou's remarks about the 1950s merger of the Federation of Jewish Charities and the Jewish National Welfare Fund.

Under somewhat similar circumstances, a background interview with Lou was included in the Sanford Treguboff oral history when Mr. Treguboff's illness and subsequent death prevented Mr. Treguboff's completing his oral history. In addition to this assistance, I talked to Lou for background material before beginning the interviews of a number of Federation past presidents.

The assignment to interview Lou Weintraub came when I had not seen him for several years. It was a pleasure to renew our acquaintance and to have the opportunity to document Lou's years of communal service.

In conducting Lou's oral history, four taping sessions plus the usual preliminary interview were held in the fall and early winter of 1994. For the interviewing, Lou chose to come to the Bay Area from Sacramento where he now lives. To all but one of the interviews he was driven in by his close friend Roslyn Levy. Two sessions took place in the Federation headquarters in San Francisco and three were held in my home in Lafayette.

Lou had never before seen the new Federation building and was very interested in what he could observe of the second floor, where we did our taping. One wall of the second floor board room is lined with photographs of past presidents, and Lou was pleased to see his picture there as a former executive director.

Despite his age (he was born in 1914), Lou Weintraub has retained his physical vigor and mental acuity, easily recalling events of the near and distant past. A trained social worker, Lou's first position after his army service in World War II was as executive director of the Utica, New York Federation. Lou tells of instituting the Jewish community's first population study and establishing its first newspaper. In those post-war years, funds were urgently needed for the rescue and rehabilitation of Holocaust survivors, and in his administration the community greatly increased its campaign contributions.

Lou recounts in detail his eight years as the Council of Jewish Federations and Welfare Funds' Western Regional Consultant. In that position, he served as a staff consultant for the five-year process that merged San Francisco's Federation of Jewish Charities and National Jewish Welfare Fund into the Jewish Welfare Federation, with Hyman Kaplan and Sanford Treguboff serving as co-executives.

In 1956, Lou Weintraub joined the new organization as assistant director for social planning, reporting to Mr. Treguboff. Lou instituted a social planning process and began an in-depth evaluation of unmet needs. As an example of lack of planning, he cites Maimonides Health Center for the Chronic Sick, calling it a mistake in conception and execution. The hospital was opened in 1950, had a deficit from the beginning, merged with the Hebrew Nursing Home in 1952, and was closed in 1956.

When Mr. Treguboff became the executive vice president in 1962, Lou Weintraub took on the title and duties of executive director. He then became executive vice president when Mr. Treguboff retired in 1970. As executive vice president, Lou merged the social planning and budgeting committee, which became the Committee of 100, and emphasized leadership development.

Problems that Lou Weintraub faced during his administration included the picketing of the Federation offices by the Hebrew Academy, a sit-in by radical college students unhappy with allocations for Jewish education, invasion by the Jewish Defense League complaining about the method of electing Federation board members, and a group protesting that the needs of the Jewish elderly were not being met.

Mr. Weintraub faced a personal problem in 1974 when Rabbi Brian Lurie was brought onto the Federation staff, ostensibly to serve under Lou. But by 1975 Brian had become the chief Federation director and Lou had been designated a consultant. In his oral history, Lou expounds on how necessary it is for an executive to have a power base among the volunteer

leadership. In describing his new position, he states, "For four years I basically did nothing for the Federation."

During the time he was a consultant, when Lou Weintraub had no Federation functions, the United Way asked the Federation if they could borrow his services to help their planning department. In that same four-year period, the United Jewish Appeal asked to use Lou on two projects. One was an evaluation of their study missions; the second was to organize their "This Year in Jerusalem," a mass visit of 3,000 people to Israel. Lou recalls, "I went to Israel for a month and a half putting together UJA's conference. It was an amazing experience." Later, the United Jewish Appeal asked Lou to head up their national collections campaign, but he declined because he didn't want to go to New York.

In 1979, when his Federation contract was up, Lou was hired by United Way to develop their Operations Upgrade program (this was for contributions of $10,000 and up) and then to develop a corporate campaign to retire their mortgage. This experience led to Lou's work with the Red Cross. He was hired to run a special one-time emergency campaign for flood relief. Lou was asked to stay on, on a part-time basis, as Red Cross director of planned giving. He recounts, "I did this for a number of years and ultimately they asked me to run their entire operation as interim managing director because their executive had retired. While searching for another one they needed help, so I ran their entire operation for six months. And I helped them recruit and hire their next executive." It was several years later that Lou retired to Sacramento.

As background information for Mr. Weintraub's oral history, I talked to Frances D. Green and Robert E. Sinton. Both are past presidents of the San Francisco-based Federation and both are close to Lou. They and their spouses attended his eightieth birthday.

Mrs. Green said of Lou: "He's a very, very bright, astute man. He could get to the crux of a matter probably within three seconds. He also could annoy the hell out of you because he really dug deep to get an answer. It would annoy you, but he really did make you think.... One of Lou's biggest strengths is that he knew the agencies. He knew what an agency did, what they had to produce. He was protective of them."

Mr. Sinton stated, "I am very fond of Lou. I know him well and I'm glad to talk about him. He's a good man and was the first real professional--with an MSW (master of social work)--of that age group that came into our community.... He is very philosophical and knowledgeable. He had very high standards, and he didn't suffer fools lightly."

Lou Weintraub diligently read the transcript of his manuscript, making some changes and additions that clarified what he had stated during the four interviews.

When asked who should write the introduction to his volume, Mr. Weintraub named Mrs. Green and Mr. Sinton. We are grateful for their response.

Eleanor Glaser, Sr. Editor
Regional Oral History Office

September, 1996
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University of California
Berkeley, California 94720

BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

our full name LOUIS WEINTRAUB

Date of birth 1-25-14 Birthplace NEW YORK CITY

ather's full name ISRAEL WEINTRAUB (DECEASED)

Occupation MANUFACTURER, LADIES GARMENTS Birthplace POLAND

other's full name FANNY WEINTRAUB (DECEASED

Occupation HOMEMAKER Birthplace POLAND

our spouse BETTY LEVY WEINTRAUB (DECEASED

Occupation HOMEMAKER Birthplace SAN FRANCISCO

our children PAUL DAVID WEINTRAUB, BORN IN SAN FRANCISCO

Where did you grow up? NEW YORK CITY (MANHATTAN, BROOKLYN)

Present community SACRAMENTO, CALIFORNIA

Education BS (CCNY), MSW (UNIV. OF PENNSYLVANIA)
CERTIFICATE IN FUNDRAISING PLANNING, UC DAVIS

Occupation(s) FEDERATION EXECUTIVE, EL PASO, TEXAS, UTICA, N.Y., SAN FRANCISCO, CA; WESTERN STATES REGIONAL DIRECTOR, CJF

Areas of expertise COMMUNITY ORGANIZATION, FUND RAISING, SOCIAL PLANNING, BUDGETING, MANAGEMENT - NON-PROFIT AGENCIES, FINANCIAL PLANNING, PLANNED GIVING.

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I THE EARLY YEARS, NEW YORK CITY, BORN JANUARY 25, 1914

[Interview 1: October 10, 1994] ##[1]

The Family

Weintraub: I was born in New York City, January 25, 1914. My parents were Israel and Fannie Weintraub. They were both from Poland. I was the second born of three, and the first born in the United States. My sister is older than I and was born in Poland.

Glaser: What is her name?

Weintraub: Her name is Mollie, and she married a social worker by the name of Robert Fitterman, who ultimately was the one who helped point me indirectly toward the field of Jewish communal service.

Glaser: And your younger sister?

Weintraub: I have no younger sister. I have a younger brother, Jack, who is the economically successful one of the three of us. He is the one who didn't go into the field; he went into business instead, and became an importer of soft goods. This ultimately developed into a very big business, and he has now since retired. He sold his business. He has a place in Manhattan, and he's got a place in Boca Raton, Florida. So that's the extent of my family.

Glaser: What did your father do for a living?

Weintraub: My father was in the garment business. He was actually a machine operator in ladies' garments, ladies' coats. At some

---

[1]## This symbol indicates a tape or tape segment has begun or ended. A guide to the tapes follows the transcript.

point in time, he also owned his own garment manufacturing shop, but then he went back to becoming a machine operator. He died a very early death. I think he died when he was fifty-nine years old.

My mother was a homemaker, a housewife. She survived my father but not by many years, by maybe six years.

Glaser: Were they active in any way in the Jewish community?

Weintraub: Actually not. They lived in New York City. Well, we had a kind of odd mix here, because at one point in time things got pretty bad economically. My father decided to try his hand in St. Louis, Missouri, where he went seeking work, and ultimately brought us there for a number of years. Subsequently we returned to New York. And in New York City the pattern, at least in my family group, was to not belong. You went to the synagogue on High Holy days, you bought seats; you were not year around members. He did not belong or pay membership dues to a congregation.

So from the standpoint of Jewish upbringing, it was the tradition of going for Jewish education to either a rabbi who slapped you on the knuckles to help you learn, or to a talmud torah [school for religious studies], or something of that sort. I think at age thirteen I was in St. Louis for my bar mitzvah, and then subsequently we all went back to New York City, except for my sister.

Glaser: Was studying for your bar mitzvah the extent of your religious education?

Weintraub: Absolutely. That was it. And I never went beyond that. Whatever Jewish content developed in my life came about after I had gone to work for the Jewish community, basically.

Glaser: What was the neighborhood like in New York, where you grew up and lived?

Weintraub: Where I grew up as a kid, it was a tough neighborhood. It was the east side of New York. It was close to the East River, and I remember as a kid--that memory has always remained with me--playing baseball right at the docks on the river, and playing the position of catcher without a mask. I remember hardball--that I remember very distinctly. It was, I suppose, an average growing up for people who lived on the east side, the Jewish people. My father never really made much, so we lived very marginally. We were not on relief, but it was difficult. It was so difficult at times that my sister at age fifteen

graduated from high school and went to work in order to help bring money into the family. So it was that kind of an existence.

Schooling

Glaser: Tell me about your schooling.

Weintraub: I went to New Utrecht High School in Brooklyn. By that time, we had gone through a process of having lived on the east side, having gone to St. Louis and then coming back to New York. A very unhappy time because we had lived so nicely in St. Louis. It was kind of middle class; we lived in a two-family structure, whatever they call it, compared to a tenement house. And when we came back, it was to live in a Manhattan tenement apartment, which was such a contrast to what we had had in St. Louis.

But luckily for us, it was for a very short period of time, and we moved to Brooklyn. Here we were again in a two-family structure--upper and lower, whatever they call it--

Glaser: Are those duplexes?

Weintraub: Duplexes, yes. So I went to New Utrecht High School, graduated from New Utrecht High School. That's in Brooklyn, New York. I started at Brooklyn College and then I had an operation for a hernia. Somehow, I had a very difficult or delayed convalescence, because I was actually out of school for about a year. When I returned, I went to City College uptown, the main branch of City College of New York.

Glaser: You described your family as being marginal. Did you have to work your way through college because of that? Could they afford to pay your way?

Weintraub: I always worked at something. I was an usher in a theater, I sold shoes for Thom McAnn and A. S. Beck & Company. I always had to make my own expenses. My father was barely able to provide for all our expenses. We had tension in the household during many of my school years in terms of whether I should or should not leave school and go to work. But somehow we held together until I was able to graduate from college, which was in 1935.

Glaser: I think you told me that you actually went to City College.

Weintraub: I started at Brooklyn College, I was out a year, and then when I returned I went to City College, from which I graduated in 1935 with a B.S. in chemistry because that had been my major. The aspiration and the mission of every young Jewish boy was to become a doctor, a Jewish doctor, which I obviously did not become.

It was the height of the Depression, and I had difficulty finding a job. I actually took a year off looking for work before I located a job in El Paso, Texas, which was 2,000 miles away.

Depression Years

Glaser: Before we talk about El Paso, tell me more about the Depression and its impact on not only your family but the whole community.

Weintraub: Well, the memory I have is kind of scattered. But I recall as a kid being told by my father once (we had some money in savings) to go to the bank and take the money out. He had gotten word somehow that there was going to be a bank failure. I remember that. I went to the bank and left a little bit in for some reason or other, figuring we ought to retain some kind of identity with the bank. And it turned out he was right, because the next day the banks all closed. I guess that was during Roosevelt's time, somewhere around 1933. So that was part of the experience.

My recollection is that my father was out of work periodically because there was no guaranteed year-around employment. The shop had a contract and you were a piece-worker. When the contract expired, there were no pieces to sew together and you had to wait for the next contract. So periodically he was out of work. We had a lot of tension in the household as a result. It was always a struggle for economic survival. And I've retained to this very day the psychology of concern over job, money, financial security. The insecurity over money never left me.

Glaser: The term for that is being a Depression baby.

Weintraub: That's probably--yes. And it never did leave me. When we were in St. Louis, I was still a kid, and it was there that I graduated from elementary school. My father at that time had a tailor shop. I think I may have told that story. I recall so vividly that he became ill with leg problems and was

hospitalized. I was thirteen years old, and it fell to me to keep the tailor shop open.

I'll never forget that someone came in and wanted a suit pressed immediately and I took on the job. I tried to press it on a pressing machine and wasn't being successful. I knew I had a problem and remember what I next did. With tears running down my face, I ran looking for the nearest tailor shop, hoping that I had enough pennies in my pocket to pay for the pressing. Which apparently I had for somehow I managed to get it back to the customer. That's kind of a strange memory, but it keeps recurring whenever I think of what it was like to be a kid during the Depression.

Glaser: Was there any attempt at unionizing the garment industry during the thirties, during the Depression years?

Weintraub: I don't recall that. During the Depression years, the garment industry was Jewish. Subsequently it became Italian and something else. When the new immigrants came to America, the garment shop was one of the first places they could be brought to by the landsmanschaften [a club of immigrants coming from the same area in Europe] and be placed at the sewing machine. Because one of the things they did in the old country was to sew. So sewing was a thing they were able to make a living at. Most of the people that I can recall working in the garment shops were Jewish. But of course later on it became a different industry, and in San Francisco nowadays, it's mostly Chinese. But at that time it was very much a Jewish industry.

II EL PASO, TEXAS

First Jewish Communal Service Job

Glaser: Tell me about going to El Paso. How did that come about?

Weintraub: I was out of work, looking for a job. I had an undergraduate degree under my belt, nothing else, and jobs were hard to come by. I was even, I remember, at the time looking for jobs paying fifteen dollars a week, and none were forthcoming. My sister happened to be working at the Graduate School for Jewish Communal Service, located in New York. It was a school which provided Jewish content to social work students. For their generic studies, they went to Columbia University. Their degree, in fact, came from Columbia and from the Jewish school. My sister was working as a secretary to the president, Dr. Karp, who was very well-known at that time.

At some point, Rabbi Martin Zielonka of Mt. Sinai Temple in El Paso was looking for what he called an executive secretary. He may have inquired in other places as well, but he wrote to the Graduate School and asked if it had anybody there who might be interested. Well, none of the people who were training for social work seemed to be interested in going 2,000 miles for this kind of a job. My sister thought, however, that since I'd been looking, and looking desperately, this might be something for me. So she asked whether Dr. Karp would mind referring my name, which he did, and I was hired.

I was hired long-distance, without an interview, from 2,000 miles away. I took the job, somewhat naively, but I was twenty-two years old at the time, in 1936. I graduated at twenty-one, and was out of school for a year. I traveled 2,000 miles by train.

Glaser: And without any experience? I think that's remarkable.

Weintraub: That's right. I went by train across country, and slept on the train, not in a sleeping car, but on a seat. That was quite an experience. I recall being met at the train by the Rabbi and a young man whose parents subsequently became very good friends of mine, and being taken to the Rabbi's house. I stayed a few days there until I found my own place.

I think that was the first time I discovered an aspect of Reform Judaism I had never encountered before. Because I'd been brought up in a so-called traditional household, all I knew was Orthodoxy. In the sense that my parents, when they bought tickets, it was always for an Orthodox shul. We had a kosher home, so I had never eaten non-kosher food except occasionally on the outside.

So I wasn't prepared to find on the table my first night at the Rabbi's home, ham as a dinner portion. It was something, of course, that I recall to this day as a surprising element of what Reform Judaism, El Paso style, came to mean to me. Although later on it turned out not to be an exception. Even his successor, Rabbi Wendell Phillips, was delighted to order a ham sandwich when we had lunch together, and I never forgot this experience either.

I was always self-conscious of kashrut. Whenever I took meals with Rabbis present, I always avoided ordering pork or shellfish. I didn't care what they ordered, but I studiously avoided pork or shellfish, because somehow this was not acceptable if you were working for the Jewish community.

Secretary, Mount Sinai Temple

Weintraub: So that was my first experience with El Paso, which in many respects was a wonderful learning opportunity for me. I started out as the executive secretary of the congregation.

Glaser: What was the name of the congregation?

Weintraub: Mount Sinai Temple. They had two principal congregations in El Paso, one Conservative, one Reform. This was the Reform. I was there for four years.

Glaser: What were your duties?

Weintraub: My duties initially as executive secretary were to handle all of the non-rabbinical responsibilities, all of the

administrative responsibilities of the Temple. The dues billing, the dues collection, overseeing the religious services and the religious school, seeing to it that the building was clean and the artifacts were in order, supervising the janitorial staff. This was initially what I was hired to do.

Then the rabbi felt he wanted to organize some youth groups and thus in fact I became director of youth activities. Actually, the focus was less on youth than on the young marrieds, because this is where he felt the potential to be and in this, he was right.

Organizing a Jewish Federation

Weintraub: There was no Jewish Federation there, no central organization at all. The UPA [United Palestine Appeal] and JDC [Joint Distribution Committee] representatives would arrive and conduct campaigns.

Glaser: Did they run them together?

Weintraub: At that time, the two ran separate campaigns. There was not yet a UJA. The two joined to become the UJA subsequently. The three parts ultimately making up the UJA were the United Palestine Appeal, the Joint Distribution Committee, and HIAS [Hebrew Immigrant Aid Society].

Glaser: But are you saying that the campaign was a joint one between all of these?

Weintraub: The JDC people used to come in and campaign. Israel was not very much of interest locally. Palestine--it was not Israel--because this was 1936 to '40, and there was no Israel. So it was Palestine. And Palestine was not a very important element in El Paso, Texas, at least for the Reform Jews. It was rarely a subject of conversation, because don't forget, we hadn't yet had World War II. We hadn't found the camps yet. We didn't know what had happened to the European Jews. This all came later.

Glaser: But that didn't happen while you were there?

Weintraub: No, that happened later. See, 1936 to '40 were the years that I was there. And at that time it was JDC operating in European communities and very little interest on the part of leadership in Palestine as such. At some point in time I helped, with the

assistance of the JDC, to organize the first Jewish Federation. Therefore, campaigns were organized and conducted under community auspices in El Paso. Later on, obviously, when the UJA was formed and various national agencies began requesting funds from organized communities, El Paso came to have a full-sized Federation. But while I was there, the campaign made such few demands on my time that I could run it along with the work I was doing at the Temple.

Description of the Jewish Community

Glaser: How many temple members were there?

Weintraub: I don't remember the exact number. The entire Jewish population in El Paso at that time--it's grown tremendously since--was maybe 2,500. Maybe.

Glaser: That's the Jewish population.

Weintraub: The Jewish population. The general population was only about 100,000. El Paso, Texas, if you aren't sure of the map, is a very isolated place. It's 1,000 miles west of Dallas and Austin. It's 450 miles east of Phoenix. It's maybe 300 miles north of Chihuahua, Mexico. It's right on the border of Mexico, even more so than is Tijuana. From Tijuana into San Diego, you have a good distance. But in El Paso you're set right on the river, on the Rio Grande. And since El Paso was dry, as all Texas was at that time, if you wanted your liquor by the glass you walked across the border into Juarez for drinks and entertainment.

So El Paso was a fascinating experience for me. First of all, it was my first real job. I'd worked before. What I scanned over was that I had been a group worker at a YMHA, YWHA [Young Men's, Women's Hebrew Association] Washington Heights in New York. I had been a camp counselor several years during the summer months for both private and nonprofit Jewish camps. So I'd been doing some work with people. I did not suddenly become a group worker by my move to El Paso.

So I had done group work in New York during my time at college, and also my time between college and my first full-time job in El Paso. I had been a camp counselor, I had done some group work at the Y, and subsequently did what I set out to do in El Paso.

Glaser: Did you have training when you did the group work at the Y?

Weintraub: I didn't get any training until after I returned to school after El Paso.

Glaser: I see. What was the relationship between the Jewish community in El Paso and the general community?

Weintraub: The Jewish community and the general community were well-integrated. The largest department store in El Paso was the Popular Dry Goods, which was Jewish-owned. Some of the leading attorneys--well, the Krupp family were heavily involved in the Hilton Hotel chain, which began, I think, in the Southwest. Hilton was not Jewish, but I think the Krupp family was involved very closely with Hilton. Some of the largest clients, I think, Zork hardware--there was a tremendous amount of interplay, of integration, between Jew and non-Jew. For example, National Conference of Christians and Jews was very popular in El Paso. I'm not sure whether Jews ran for political office, but some of the law firms were held in high regard by the general community.

So I would say from the standpoint of living on the border of Mexico, that the disenfranchised were the Mexicans. The Jews were a small minority, were not discriminated against in the sense that others were.

Glaser: Was there a black community?

Weintraub: Very few blacks. A lot of the Jewish families had Mexican household help, because they were willing to work for so little. You could employ them for almost nothing. Come to think of it, I was single while in El Paso, Texas, and at one point I joined with two other men in renting an apartment. We hired the former cook and handyman who had worked previously for Rabbi Zielonka. This was after Rabbi Zielonka had died and his widow no longer had need for him. So we had one of the few blacks in the community running our household, and it was wonderful because he was an excellent cook. I think the Mexican population must have been 60 percent of the overall population at that time.

Glaser: How far back did Jews go in terms of when they got to El Paso? Do you have any idea of how many generations had lived in El Paso?

Weintraub: I don't recall. I don't know whether they went back to the gold rush days or before. But I know that for the most part

they were not recent immigrants. They had been established there for a good number of years.

Glaser: But it sounds as if you had been very happy in El Paso.

Weintraub: I was happy there. It was a good four years for me. I matured greatly while there. I learned many of the necessary social niceties. I was warmly accepted and generally felt good. Mine was a kind of status job. Even though my title was that of executive secretary, it was a key position within an important Jewish institution. I was welcomed into homes, and even though I never married while there, I dated and had generally a really good experience.

But I knew this was not going to be my permanent home and that I would be there only temporarily. I made one brief jaunt to the West Coast in 1938 looking for a job change. I was interviewed for a B'nai B'rith job in Los Angeles by a fellow named Aaron Riche. I didn't get the job but, as it turned out, I later worked with him a great deal while I was employed by the Council of Jewish Federations. Because Aaron Riche was a key figure in the Los Angeles Jewish community and somewhat of a hanger-on.

Glaser: Finish your sentence about that he was a hanger-on, of what?

Weintraub: He was a kingmaker. Every city has at least one who may not be considered top leadership, but somehow has a direct handle to them. This is so even in San Francisco. Sam Ladar was that kind of a person. Although he was not considered to be top family, he was their person. He representd their interests and was a central leadership figure. This was Aaron Riche in Los Angeles. He was the perpetual secretary of the Jewish Community Council, the forerunner of the Jewish Federation in Los Angeles. At a later point I worked with him, when I became Western Regional Director of the Council of Jewish Federations.

He was the one who interviewed me for the B'nai B'rith job. Later on, when I had a different relationship to him since I was now a consultant, I asked, "How come I wasn't chosen? I'm glad I wasn't, but why didn't they pick me for the job?" He said I didn't have the necessary experience, and he was right.

III PROFESSIONAL TRAINING

University of Pennsylvania School of Social Work

Weintraub: So I went back to El Paso, Texas, and now I was sure I needed more training. I just knew it. And that's when I started concentrating on thinking of what to do next. That's where my brother-in-law, a social worker, comes in.

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Weintraub: My brother-in-law, Bob Fitterman, was working for the Jewish Family Service Agency in New York City. It was his guidance which helped direct me toward applying for training in social work. I applied to several schools and was accepted by them. The one which intrigued me the most was the University of Pennsylvania School of Social Work. First of all, it was close to New York but not in New York itself.

I felt that I needed to be closer to my parents since I had been away for four years. I was still single, and in that period not many single men or women were living away from their families. But I didn't actually want to live at home, so I decided on Philadelphia, which was close to and yet removed from New York. It was one of the best decisions I ever made. It was a marvelous school, a different school, totally different. The Pennsylvania School of Social Work was noted for being different from the mainstream. While most schools were using Freudian psychology as their base, the Pennsylvania school was using Otto Rank, a former disciple of Freud who like Jung and Adler had broken away from Freud. Rank had developed his own psychology which I reacted to more positively than I did to Freud's. And so it was a wonderful experience for me.

Glaser: Were graduate schools of social work very new at that time?

Weintraub: No, they had been in existence for some time. Psychiatry really developed very heavily after World War II, as did some of the schools of social work. At that particular point in time, however, they were not as numerous as they are now where one can be found in almost every city and state of any size. For example, there was no school of social work in El Paso and I believe the only school in Texas then would have been in Austin at Texas University. But schools were few and far between. In New York City, there was the Jewish school and Columbia University. And in Pennsylvania, I think there was the Philadelphia school as well as one in Pittsburgh. The schools began to multiply later on.

Therefore, the selection was not that great. But in the east you either went to the New York school or to the Pennsylvania school if you wanted a top-ranking school. So I chose the Pennsylvania school, with its two-year curriculum.

One of the surprises for me was that I went to the admissions interview and was accepted.

Glaser: Why were you surprised?

Weintraub: Well, I had no background in the field, no educational background. My major had been in the sciences, in chemistry. I had no sociology and I had only a smattering of psychology. And here I was applying for a human-resources kind of career, and where did I think I was coming from? All I could demonstrate was that I had been in El Paso, Texas, and had functioned as director of activities, I had been the first Federation executive there, had had several summer camp counseling jobs as well as an experience with the YMHA of Washington Heights, New York. The school actually took me on potential.

Glaser: I'm sure that your practical experience counted for a great deal.

Course Work

Weintraub: It did, because getting in was tough. Staying in was tough. This was a school which bounced you in the first year if you didn't show promise. It was a school which helped considerably to develop self, because its curriculum made no provision for grades, other than pass-fail. You wrote papers and you never got grades, only written comments. You had to interpret the

comments in order to know how you were doing. It was a fascinating experience. You would sit down in conferences with your advisors and they would ask, "How do you feel you're doing?" And if you said, "I'm not sure," you would then be asked again. "Well, how do you feel you're doing?"

You had to arrive at your own judgment as to your personal and professional development because the school felt, and it was right, that you had to develop insight into your own capabilities if you wanted to help your clients develop theirs. Once you had self-knowledge as to your own potential, you could better enable your clients to reach theirs. It was a wonderful experience.

Glaser: It sounds as if there was an emphasis on developing a certain sensitivity, also.

Weintraub: Yes, very much so. But that was part of the Otto Rank approach to helping with emphasis on relationship psychology. It's an interesting departure from Jung as well as from Freud.

Glaser: I assume you had a goodly number of casework classes?

Weintraub: Oh, yes. You had a lot of casework classes, you had development of personality classes as well.

In the first year, you had two days in class and three days in the field. The second year, you had one day in class and four days in the field, as I recall. So you had to compress all your class work into a very short period. We were never taught casework in the sense of didactic teaching. We had casework classes, to which we brought our own cases for the class to analyze and dissect.

We had development of personality courses, as I mentioned. The only reason this sticks in my mind is because I recall our assignments consisting of writing papers on a variety of subjects for the class to discuss. At one point I remember an incident when we were discussing the birth process and the role of the male and female before and after conception. A paper was read from a classmate who had had a child and in discussing her own feelings, stated that once conception took place there was no role for the male for the time being. Now, and for the next nine months it was just the two of them, she and the child she was carrying. The father could just twiddle his thumbs until needed.

We kept hearing this in paper after paper written by the female students in the class. I remember at the end of one

session walking out with my very good friend, Si Krakow, who instead of heading in the direction of the next class seemed to be going elsewhere. I said, "Si, where are you going?" He replied, "I'm going to the Registrar." To which I said, "We have no business with the Registrar." With a straight face, he replied, "I'm going there to deposit my sperm." And that said it all.

But it was in casework that I learned some very interesting things about myself and my awareness of the casework approach at the Penn school. I still remember the time I had to present a case from my second year field work placement counseling high school students who wanted scholarships from a local foundation.

Glaser: Which foundation?

Weintraub: It was a foundation providing scholarships to needy high school students, and the client in this case was a female high school senior. I presented a case in class which had something to do with the relationship of a child to her mother. We had to submit the case to the class in advance, and I remember before class we were having a little get-together, and all were patting me on my back. Because it was such a wonderfully handled case and they saw no way to cut it to pieces.

We went into the class, I presented the case, and everything seemed fine. But I had an instructor by the name of Dr. Jessie Taft, who was as sharp as they come. She waited and waited, and then at the appropriate point she just cut me to pieces.

With one sharp question she turned the whole discussion around. It now became obvious that while I thought that the daughter, the child, was the victim, in fact it was the mother. It was the child who had been manipulating the mother and not the mother manipulating the child. I had never seen this. This resulted in becoming the theme of my graduation thesis, the recognition that the help one needs is not necessarily the help the client asks for.

Dr. Taft was a tough cookie, she was really tough. We had just entered World War II at this time. It was '41 and the Japanese had attacked Pearl Harbor. I had a case conference with Dr. Taft following my presentation. The first thing she said to me when I sat down was, "Mr. Weintraub, I don't like your face." I was devastated. I mean, you can react to almost anything except an attack on your appearance. You can react

to, "I don't like your attitude, I don't like your approach." But, "I don't like your face" just threw me.

Glaser: But how inappropriate, from a professor!

Weintraub: Very inappropriate. Very inappropriate, and we discussed this and ultimately worked it through. But at that time I was devastated. This was a kiss of death kind of thing, because in back of my mind was the thought of whether or not this would keep me from getting my degree. Looming before me was the knowledge that I was heading for the Army. It's now April of 1942 and I'm soon to be inducted.

In any event, Dr. Taft called me a week later to apologize and said--and this was very interesting since I remember almost her exact words to this very day--"I want to apologize. I spoke to you when I shouldn't even have met with you. I had just heard of the death in the war of one of my former students. I was deeply troubled. I brought my distress into the interview, and projected it on you. There are some times," she said, "when you cancel an interview if you are troubled or in distress." This made sense to me and I understood where she was coming from.

You want to hear the irony of all this? The experience had been very, very devastating to me. Years later, I'm in San Francisco, and there's a national social work conference, and Dr. Taft is leading a session. At the end of the session, I walk over to her. She looks at me blankly; she doesn't recognize me. I say, "I'm Lou Weintraub." She says, "Who?" I couldn't believe it. Here she had put me through such a devastating experience and didn't recognize me years later. So much for impact.

There were really two outstanding people at the school. One was Dr. Taft, and the other was Dr. Virginia Robinson. In fact, they both lived together. They were extraordinary practitioners and teachers. They had written books and had national reputations. For people of my generation and before then, if you just mentioned Virginia Robinson or Jessie Taft, that was it. And Jessie Taft, incidentally, was a wonderful interpreter of Rank. She had written some of the most definitive material on Otto Rank. So to be attacked by Dr. Taft was to be hit by a very formidable object. Perhaps that is why I still remember it to this day.

IV U.S. ARMY

Inducted April 1942

Glaser: And then you were inducted into the army?

Weintraub: I must have gotten my induction papers before April of 1942 because I went into the army in April. I'm still in my second year at the Penn school when I get my induction notice, and I was able to get the draft board to delay my induction by several weeks. I got the school to agree that if I wrote my thesis early, I could be excused from classes the rest of the semester. I wrote my thesis, typed it myself and then had it bound.

The thesis was accepted and in April 1942 I was inducted into the army at Fort Meade, Maryland. I got leave in June to go back to the university to attend commencement exercises and to get my degree. There I was in uniform receiving my degree in social work from the University of Pennsylvania.

Glaser: And where did you get your basic training?

Assignments

Chemical Warfare Training

Weintraub: I got my basic training at Edgewood Arsenal, Maryland, a chemical warfare installation.

Now, the irony is, as I may have told you before, that I majored in chemistry at college. When I was inducted into the

army and went through my interview process to receive my military specification, I studiously avoided any mention of chemistry. I directed the attention of the interviewer to the fact that I had an extensive psychology background and was rewarded with a military psychology rating. Nothing having to do with chemistry appeared in my file. So my first assignment was to a chemical warfare installation. That was really ironical.

Glaser: How does one get trained in chemical warfare? What's involved?

Weintraub: First of all, one got trained in accommodating to chemical warfare by going on troop movements with your company and then having "friendly" airplanes swoop down and pour gas at you. So you quickly had to learn how to use your gas mask. The company commander always ran you to the point where the gas would be dropped so that your pores would be open to more readily accept the gas. So that you would know how it felt to be exposed to gas. And that was part of the chemical warfare training. It was tear gas and not poison gas being dropped on you. Obviously, they were not going to expose you to poison gas. Although they were making poison gas at the installation, I was never assigned to its production.

I eventually became a sergeant while at Edgewood Arsenal because I was lucky enough to know how to type. The army was not interested in the fact that I knew something about psychology. But I knew typing, and that still was in sharp demand. So I became a typist under one of the worst bullies I ever ran into. He was a regular army sergeant but was upgraded to major because of the war.

Sometimes hardship leads to pleasantries. I had such a miserable time under him, but because of the work I was assigned to clerically, I met a good number of officers. I was interviewing officers and writing military specifications for them. They were newly appointed and I was the experienced hand. I ended up doing considerable clerical work for them.

It was that which led me to my next assignment, secretary to the officer candidate board for Edgewood Arsenal. And that resulted ultimately in my being accepted for officer candidate school at the adjutant general's department in Fort Washington, Maryland. I subsequently became a second lieutenant.

Classification Officer

Weintraub: I was assigned first to the military district serving New York State. My task was to interview physicians employed at the veterans hospitals in all of New York State. All the civilian physicians were being given military status, and since the doctors were to become officers it was my job to classify them into the appropriate military specialties. This was also my first experience with locked psychiatric wards and was a forerunner of what was to ultimately become my future military assignment.

When I got through with that temporary assignment, I was transferred to a newly created entity called the Army Specialized Training Program, where army personnel were being trained at various universities to better adapt to their jobs in the military. So I was assigned as a classification officer to Fordham University in New York and to St. John's University in Brooklyn, where I served for several months. It was a pleasant few months because I was able to visit with my family who lived in New York.

Clinical Psychologist

Weintraub: Then I was assigned to Welsh Convalescent Hospital in Daytona Beach, Florida, as a clinical psychologist. At one point I was sent to Fort Sam Houston in Texas for refresher training in clinical psychology.

Glaser: How long a course was that?

Weintraub: It was for three months, and it was an excellent discipline. First of all, I had had a military psychology classification, so they decided to send me to Fort Sam Houston to hone my skills. In fact, I was already functioning in a clinical psychology setting while I was assigned to the station hospital at Daytona Beach, Florida.

Glaser: When did you get a military psychology classification? You were classified into chemical warfare.

Weintraub: No. I had a military psychology classification while assigned to Edgewood Arsenal as an enlisted man. I didn't actually get classified as a clinical psychologist until I became an officer, and it was this classification which led me to Fort

Sam Houston for advanced training. To back track. First I was assigned to Daytona Beach, Florida, as a clinical psychologist because by then my military psychology classification had been changed to clinical psychology. And I took the curriculum at Fort Sam Houston because all clinical psychologists were being sent there for advanced training. I returned to Welsh Convalescent Hospital to work in closed and open wards, where I learned to deal not only with patients but with physician-psychiatrists who also often needed help.

It was a very, very important life experience for me. I learned about amytal therapy, the use of sodium amytal with certain types of psychiatric patients.

Glaser: That's the truth serum?

Weintraub: Truth serum, yes. I learned about its application. I also saw hypnotherapy applied beautifully. I witnessed a conversion hysteria being treated. One of the soldiers had a tic in the eye, and while it didn't bother him, it bothered all the other soldiers who ate with and talked with him.

You know what a conversion hysteria is, don't you? Well, a neurosis is generally a means of escaping from something unpleasant, and a conversion hysteria is a tangible reflection of what is being used as an escape mechanism. For example, if you can't use your arm, it's a way of getting out of military duty.

The trick in treating conversions is to give something back in exchange for what is being treated, for what is being taken away. So what is to be done when one has a tic in the eye? Do you eliminate it or do you move it to where it isn't so bothersome, where it doesn't affect anybody else? This is the truth. I saw this officer-colleague of mine, an expert in hypnotherapy, take this tic and move it from one eye to the other, then down the length of his body, and finally leave it in one of his toes.

Glaser: In his toe?

Weintraub: In his toe, where it didn't bother anybody, and he still had it as his form of escape.

Glaser: You mean the toe was clicking back and forth down there?

Weintraub: Yes, exactly.

Glaser: In the shoe?

Weintraub: Yes. I saw it done. It was so fascinating. I saw other uses of hypnotherapy. One was where the hysteria had led to a soldier's inability to use his arm. One could put needles into it and there was no feeling or pain. We know at this point that there's nothing wrong with the arm except it's a hysterical conversion. And I've seen the hypnotherapist restore feeling to the arm and move the hysterical reaction to another part of the body.

Glaser: Were you dealing to a large extent with soldiers who were shell-shocked and sent back from the front?

Weintraub: Both. I saw people who came back from the front, and I saw people who weren't able to go overseas because of psychiatric problems. I even saw a blind person who had been inducted into the army, who wasn't able to see when inducted, but who apparently had peripheral vision. I asked, "How did you ever get through sharpshooting?" Because everybody had to take a sharpshooting test. I was told, "I pointed the gun, and I would hear the shooting sounds from my right and my left, and I shot straight ahead." And he was passed. The army was actually admitting people who weren't totally blind and still had some peripheral vision.

Glaser: Did you feel like you were on the frontier of treatment?

Weintraub: Oh, yes. Totally. It was a revelation to me, even though I had had some psychiatric experience before I went to Daytona Beach. I had been at Camp Stewart, Georgia, where I worked in the psychiatric section.

I had been stationed at Camp Stewart, Georgia, with a wonderful psychiatrist who knew as little about psychiatry as I did at that particular point in time. I was doing the interviewing process for him. And to this day I still recall how inept a diagnostician I was, and how troubled I am still to this day for not recognizing some deep seated psychiatric problems. I had one person who felt that he always smelled. When he would walk into a room, he felt people always turned to stare at him.

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Weintraub: Later, as I began to know a little more about what was going on in people, I was able to observe that this was really a deep-seated, serious problem this person had. We were going to and actually did return him to active duty.

Glaser: I'm a little confused. Was the problem that he thought people believed he smelled?

Weintraub: He believed he smelled and that is why every time he walked into a room, people stared at him. If he walked into a theater, everybody stared at him--everywhere he went. And he was sure it was because he had this peculiar odor.

We thought, what kind of a story is this? We didn't realize then that going to this extreme to make a point was really an indication of sickness. He was sick, and of this I have no question. We sent him back to active duty. I have never forgotten how ill-trained and ill-equipped I was to be dealing with that kind of person, and how ill-equipped the psychiatrist was not to be aware that this was a very sick person.

Later on I learned a lot more that would have helped me deal with this better. We were novices thrown into a war with little or no experience. We were forced to do many things we knew little about. We learned through doing. While it was a wonderful learning experience for us, there may have been many we mistreated or hurt in the process.

Glaser: But it sounds as if it was quite a growth experience for you.

Weintraub: It was. It was very much so. All of my experiences, whether painful or not, have been. Well, of course, one grows through pain, as you know. Many of my experiences have been growth experiences. Even when things appear to be dark, I have always had an awareness that they would get better.

Now, I remember vividly that in one of my classes at the Pennsylvania school we were talking about endings. They come in various forms, right? They come at the end of one's life, and they also come when one ends a relationship with another. The question being raised was how do you cope with an ending? How can you deal with something as painful as the death of a loved one, at what seems to be a final ending.

The answer is that you can cope so long as there is a beginning following an ending. And that's the very cycle of life. There is a beginning, a middle, an ending, and then another beginning. I've been through a lot of painful episodes in my life. At the darkest point, when I felt it just couldn't get any worse, it got better. And that has been the story of my life.

Glaser: Well, the difficult thing would be to keep the getting better in mind while you're going through the darkest period.

Weintraub: Well, but you know, emotionally, you don't do that. Your mind tells you one thing, your body something else.

Glaser: And looking back, you can say--

Weintraub: It's always retrospective. It's always retrospective.

V THE HOLOCAUST

Early Awareness

Glaser: We haven't really discussed what was going on in Europe and your awareness of the Holocaust, of the Hitler years.

Weintraub: Well, my first awareness of the Holocaust was while I was at City College. I was there from '32 to '35.

Glaser: But you said that there was no awareness of that in El Paso.

Weintraub: Well, but we were beginning to hear of Hitler, weren't we?

Glaser: Surely.

Weintraub: We were beginning to hear of Hitler. It was vague, but we were beginning to hear of Hitler. We were in our little cocoon. We were a bunch of poor guys trying to get into the success mode, right? If one didn't have at home any kind of strong Zionist or whatever ideological underpinnings, then you were on your own in terms of your learning process. And if you were working and going to school and trying to upgrade yourself, this was where your mind was, not the outside.

Glaser: Actually, when you were going to school at City College, what was going on first was the Spanish Civil War.

Weintraub: Yes, that's right. That was going on. But if you're struggling, if your focus, if your preoccupation, if your principal interest or concern is self--"Am I going to be able to stay in school? Is my father going to be able to hold onto a job? Are we going to have enough? If I get out, am I going to get a job?" If economic well-being becomes your principal concern, then you don't have the luxury of focusing on the outside.

So even during my four years in El Paso and my four years in the Army during World War II, what was going on in Europe affecting the Jewish people was outside my scope of preoccupation. Fundamentally, my preoccupation was to survive and to find myself economically. The reality of what happened to European Jewry didn't hit me until war's end, when we first learned of the camps, when we first learned that Roosevelt botched a chance to rescue a considerable number.

Glaser: Could one say that there was a geographical aspect to this, that people on the East Coast were more aware than those, say, in the Southwest?

Weintraub: Well, you could say that, but also don't forget that when I was in the service I never left the country. I served on the East Coast all those years. I was first in Maryland, then in New York, and finally in Florida. So I was in the East. But I'll repeat, I think in a way unless we were world-aware, or had an ideological bent, or had been in a Zionist family, we were basically preoccupied with surviving and getting ahead economically.

As I said to you previously, my first exposure to the effect of the Holocaust was when the camps were discovered, when we along with everybody else began to be shown pictures of the survivors. And that was my first awareness of the real legacy Hitler had imparted to the world. Now, that sounds very naive, but I think that I was representative of many in my generation who did not grow up in an ideological Jewish household.

Now, I don't know what was happening here on the West Coast, and I don't know what was happening to Jewish families here. I think I related to you my naivete about Zionism when I was first interviewed for the job in Utica when I was fresh out of military service.

VI POSTWAR EXPERIENCE

Need for Federation Executives

Glaser: What were your plans for yourself? What were your hopes for life after the military?

Weintraub: By then I'd already received my degree in social work. So I knew that once I got out I would want to get into the field I was trained for. So I have a social work degree and now have the tools to begin earning money.

Now, what to do in social work I wasn't sure of until my brother-in-law enters the picture. By now, he is in the Jewish Federation field, and it is he who leads me in that direction. He is in the field of Jewish community organization, a field which is eagerly searching for community executives. For by this time, what has been happening to Jews under Hitler has been revealed. Palestine and the need for Jewish rescue is in the news, and communities recognize the urgent need to raise money. They need to become better organized to do an effective job of helping so they begin looking around for executives.

My brother-in-law is a regional director for the Council of Jewish Federations as I leave the service. So he suggests that I get into the Federation field. He points out that my group work experience both before and during my El Paso years as well as my beginning Federation experience there would come in handy and that communities are anxious to find people capable of moving into executive jobs. Sounded interesting and I did want to get into something. Here I am coming out of service without a civilian suit to wear. After four years in the Army, none of my civilian suits fit and I have nothing to wear except my uniform. The world outside is so different.

We don't really know, having been insulated from civilian life, what it is like out there. You feel like you've been in isolation; you've not been communicating with civilians about what they're earning or what they're working at. When I left El Paso for the Pennsylvania School of Social Work, I was earning $150 a month, $1,800 a year. That was an increase from the $125 a month I was being paid when I started. Mind you, I had traveled 2,000 miles across the country to get a job paying $125 a month, and had managed an increase to $150 a month four years later.

So then I go into the military, and what am I making in the military? Not what they're paying now. Enlisted men were then making $21 a month? Plus room and board. And when I became an officer, the pay wasn't very much more. So the possibility of earning $4,000 a year sounded like heaven to someone whose last civilian job paid $1,800.

Utica, New York

Weintraub: When I got out of service I was interviewed in Duluth, Minnesota, in another community, and then in Utica, New York. The Utica job was offering a salary of $4,500 a year, and one of the things which I supposed worked in my favor was that I said I'd take $4,000, since this was the magical number in my mind.

It was in the Utica interview process where I was first really confronted with the word Zionism. The interviewing group consisted of some forty to fifty people and I apparently did fairly well. During an interview intermission, I was taken to one side by a small group who wanted to know only one thing: was I for or was I against Zionism? Because of my ignorance, I had no idea how to reply.

They made it easy for me. "Well," they said, "are you opposed to the creation of a Jewish state?" I said, "No, I'm not opposed to the creation of a Jewish state." That seemed to satisfy them. From then on, I was a quick learner when it came to the subject of Zionism and Palestine.

So I was offered the Utica job, which I accepted. I had also been given an offer by Duluth and could probably have been hired by almost any other small city since they were so hungry for a first-time executive. City after city after city was hiring its first executive.

Glaser: Why? What was the development that--?

Weintraub: Fundraising for Jewish needs. By now we know about the refugees. In 1948, at the time I leave Utica, there is reality in the creation of the State of Israel. But two years earlier we learn about the dispossessed, the remnants who survived the concentration camps. Communities know now something has to be done to rehabilitate them. Money has to be raised. The UJA has not yet been created--it was created a few years later. But we have the JDC and the United Palestine Appeal, and they have to raise money, and they can only raise money by having the communities raise it for them.

So they're coming to the communities and the leaders are saying, "Hey, we don't know how to raise this much money. We're not going to ask our dentists, our physicians, our lawyers to give up their jobs to raise money. Hire somebody. Our secretaries are mostly order takers and that's not enough. We've got to get someone who can help us raise money." So communities went out and wherever they could find someone halfway talented, they hired them.

So I got the job in Utica, New York, and I quickly learned how to fundraise. The previous year the community had raised $62,000 in its campaign. Nationally, the temporary UJA (JDC, UPA, NRS-HIAS) had raised $35 million. When I came to Utica, the national goal was $100 million, the first $100 million goal in history. So in one year we were being asked to go from $35 to $100 million.

So what did that mean for the local community? Three times more than the year before. So when I came in I had the job of going from $62,000 to three times as much. Now, how do you do that unless you make some kind of impact on the community? And we impacted. We arranged it so that everyone in the Jewish community was talking about the campaign. You'd be on a bus and you'd hear one Jewish person say to another, "They're crazy down there. They're talking about my giving three times as much as last year. Not a chance." But that's exactly what happened. We were able to develop a campaign.

Glaser: How?

Weintraub: How? Well, first you have to start at the top. You look for a campaign chairman, and you say to the campaign chairman, "What will you give?" and he says, "I'll give $3,000." And you say, "You can't give $3,000 because that will not influence anyone else. You've got to go to ten." He looks at you, "You're crazy. You're crazy." But you're finally able to convince him

that by going to ten he's going to influence others to substantially increase their own gifts. So you mold the campaign that way, and we actually ended up with $192,000, from $62,000 the previous year.

Glaser: Coming into the community without knowing anybody, how do you know who to pick out as campaign chairman?

Weintraub: Well, you have a basis. First of all, the people who are hiring you, the inner circle, know something about the leadership. They themselves are leaders, and they know who has the wealth. They know who has the capacity to give. They know, for example, that Abe Nathan--and that was his name--was in the junk business. And they know that during the war all people in that business made money. And they say, "If Abe can be made to go up, he will influence a lot of other people. So who shall we get as campaign chairman? Well, who can get Abe to lead the way?"

So we talked about who could get Abe to do it, and out of this we got a campaign chairman and subsequently put together a campaign organization.

Now, I'll never forget the initial big gifts parlor meeting. There was a fellow by the name of Arthur Markson who, I think, was president of the Federation, which at that time was called the Jewish Community Council. Abe Nathan is sitting in that room, and he is offering $3,000, which he believes to be generous because he gave $2,500 the year before.

I remember the chairman going around that room and struggling to get increases, because we really hadn't structured the meeting well, as we later learned to do. I remember Arthur Markson saying to Abe--and that's where he used the approach, "If you go to ten, we will have a campaign. Everybody else will triple." And he convinced him. Abe said, "I will do it, but everyone else in the room is going to have to do more, too." I forget how much we raised in that room, but that set the stage for our going from $62,000 to $192,000, and I'll never forget that. And next year I think we raised over $300,000.

By the time I left in 1948--I left Utica on my way to the West Coast the day the State of Israel was created--we had established a rhythm and a feeling for giving in Utica which has held to this day. This was something we had to do. But to do so, there has to be capability as well as ability, and it helps to have among your top donors people who are still close enough to their European past to identify emotionally to the

plight of the refugees. These were first-time Americans, many of them.

Glaser: You're saying that many of them were first generation?

Weintraub: First-generation Americans, many of them. I'll never forget one such person by the name of Barney Abelove, who we talked into being a campaign chairman (he ran a big laundry business) by convincing him that his leadership would bring success to the campaign. And it did, because that's when we went from $192,000 to $300,000. It was that kind of operation. Once we got to know the people and were able to help them understand what their gifts would do for others.

Contrasting Utica and El Paso

Glaser: Would you contrast the two communities, Utica and El Paso?

Weintraub: I think maybe the simplest way I can describe it is that Utica had no Reform congregation when I was there, not one Reform congregation. The Conservative congregation was the major one, and then there were several small Orthodox congregations. On the other hand, El Paso's strongest congregation was the Reform congregation. The continuing leadership there was primarily Reform; the leadership in Utica was principally Conservative.

The leadership in Utica was more aware of European developments. It had a deep feeling of commitment to what was then to become the State of Israel; there was a strong Zionist group in Utica. There was none of that in El Paso. So I would say that a major difference was one of geography--we always felt that the closer you were to Europe the more closely attuned you were to the needs of European Jewry. When you were further away you became more and more isolated. That was true from the standpoint of my being in Utica as contrasted with El Paso. Had I remained in El Paso instead of going to Utica, I would not have developed the kind of awareness of the refugee absorption and rehabilitation problem and its relationship to the State of Israel which was necessary to function effectively as a Federation executive. That doesn't mean that the Southwesterner wouldn't provide the funds for absorption and rehabilitation, but there didn't seem to be the same emotional connection to the State of Israel at that time as was present in Utica.

Utica Jewish Community Center

[Interview 2: October 27, 1994] ##

Glaser: We didn't quite finish with Utica, and I wanted to ask you what agencies were part of the Federation when you got there, and what were added, if any, to your efforts.

Weintraub: The Federation was then Jewish Community Council, as I recall. That was the name of it. We're talking Utica, New York?

Glaser: Yes.

Weintraub: Other than a Jewish Family Service Agency, there were no other programs. The Federation, or Community Council, was simply a fundraising mechanism at the time I arrived. It eventually evolved into something else. I was the first paid executive in Utica, hired right after the war. One of the first things I had to do was to run the annual campaign.

As I said earlier, the national campaign had a goal of $100 million against the $35 million raised the previous year. So I walked into a situation where the local community had raised $62,000, and had to increase it three-fold, which it did, ending up with $192,000. It was a major effort in my fledgling year.

Glaser: And were most of your efforts in the area of fundraising?

Weintraub: I was the only professional staff person. So it was mostly fundraising at that particular point in time.

But also within that same time frame I did a comprehensive self-study, including a population study and an examination of the need for local services. In addition to family services, we explored the need for group work and recreation services, as well as the need for Jewish education programs.

I think the population study at that point indicated we had 3,028 Jewish individuals in the entire city of Utica. We already had a Family Agency, but as a result of our study we developed a group work program using the synagogue facilities for this purpose. We were really not large enough to have a separate Center building. And we instituted a Federation committee on Jewish education to coordinate the various synagogal education programs.

I was there for two years and, essentially, the principal thrust was raising money for the totality of needs supported by Federation.

In the second year, we went from $192,000 to $300,000, so we had gone from $65,000 the year before to $300,000 by the time I left. So that was basically what I did.

Glaser: I think you told me that you established the first Jewish community newspaper.

Weintraub: That's correct. I developed the first Federation community newspaper. That was a relatively simple thing compared to the other areas, the population study and things of that nature. Yes, I developed the first newspaper. I developed a budgeting process, which had never been there before, using as I recall much of the material produced by the Council of Jewish Federations, which I modified for our local use. I established an organized approach to budgeting, which had never existed before, for the distribution of funds to local, national, and overseas agencies.

Glaser: What was the Federation's relationship to other Jewish organizations within Utica?

Weintraub: Well, Utica had a small Jewish community of slightly over 3,000 people. As I said before, there was no Reform congregation at that time. The largest congregation was Conservative, and we had several small Orthodox congregations. We had a variety of membership organizations: *Bikkur Cholim* [visiting the sick], Hadassah, Council of Jewish Women, Jewish War Veterans, B'nai B'rith, the congregational men's and women's clubs, et cetera.

Now, we have to remember that the central organization was called the Jewish Community Council, not the Federation. The Jewish Community Council consisted of membership organizations, as well as contributors to the annual fundraising campaign. All were represented within the Community Council structure as members, and also on the board as well. So it was not like the Federation in a larger city, where membership organizations are not usually represented on the Board.

Glaser: Isn't that the format in Los Angeles?

Weintraub: No. The Los Angeles format had a Jewish Community Council and a Federation, before they were merged into one. Their Jewish Community Council had membership organizations represented therein, and it had all the functions of a Federation except that it did not oversee the traditional local services. This

was left to the separate Federation. Upon merger, all the functions were incorporated into the one new Federation. Thus, in the early post-World War period, you had different forms of central communal organizations. You had the pure Federation, you had the Welfare Fund as we had in San Francisco which we'll talk about later. You had the Jewish Community Council, which was a membership organization heavily involved politically in Jewish issues and trying to speak with one voice for the Jewish Community. You had the Jewish Community Relations Agency, sometimes known as the Jewish Community Council without a membership component. Thus, you have to examine each city on an individual basis to find out what the name really represented in terms of community organization.

In Utica, it happened to be a Community Council, a membership organization of the traditional kind. I don't think the synagogues were represented, because they traditionally are not represented, as are direct membership organizations within the Community Council. But the others were: National Council for Jewish Women, Hadassah, et cetera. And the Welfare Fund apparatus, the campaign apparatus, was within the Community Council structure. I would assume that after I left some years later, when the Community Council changed its name to Federation, it ceased to be a membership-structured organization. And the basic membership component would be the Welfare Fund contributor rather than the traditional membership organization.

Glaser: Was there a relationship with non-Jewish organizations on the part of the Federation?

Weintraub: We were the--

Glaser: You were the central address, weren't you?

Weintraub: We were the central address. We were the ones to tie in with the then-Community Chest, the predecessor to the now United Way. Also big at that time was the National Conference of Christians and Jews, and so we'd tie in with them.

VII WESTERN REGIONAL CONSULTANT, COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

Headquartered in San Francisco

Glaser: How did the offer come about to be Western Regional Consultant for the Council of Jewish Federations and Welfare Funds?

Weintraub: Well, the offer came about because first of all, there was an opening on the West Coast, and secondly I had always indicated a desire to go to the West whenever a good opportunity presented itself. Third of all, by then I had developed some kind of reputation as a small community executive. And the Council of Jewish Federations, seeking someone who didn't mind being transported 3,000 miles away and recognizing my desire as well as my ability, came and asked whether I would take the job in San Francisco.

Glaser: A pretty good billet, I would say.

Weintraub: Yes. And interestingly enough, I learned that when the San Francisco leadership of the Western States Region of the Council of Jewish Federations reviewed my material, it was not too eager to have an easterner come to the West, feeling that an easterner would not be receptive to western needs. But someone pointed out that I did have some western experience, having worked in El Paso, Texas, which the San Franciscans scoffed at since they didn't consider El Paso to be western. But anyway, that little bit helped, and I don't think the decision to accept me was ever regretted, because I stayed on with the Western office the longest of any of the regional consultants.

Glaser: You were there for eight years.

Weintraub: Eight years.

Lay Leaders

Glaser: Who were the leaders in the region, the lay leaders?

Weintraub: One was Robert J. Koshland in San Francisco, former national vice president of the Council of Jewish Federations. One was Dr. Harold Trimble of Oakland, who later was killed by one of his ex-patients, or husband of an ex-patient. One was Marcel Hirsch, whom you know because we cooperated on an oral history of him, and he became one of my past presidents.[1] Later Bob Sinton. But at the outset, from San Francisco Bob Koshland, Marcel Hirsch, and Dr. Trimble from Oakland. They were the keys.

In southern California, it was Charles Brown of the Los Angeles Federation there, and Walter S. Hilborn.[2] I don't know if he ever shows up anywhere, but he was a key player.

Glaser: We did an oral history of him.

Weintraub: Yes, he was a key player. A wonderful man. The Western Region consisted of the ten western states and western Canada. It was a fairly large area. It went from San Diego in the south to Vancouver in the north, to Calgary in the northeast and El Paso to the southeast.

Glaser: Oh, so you went back to your old stomping grounds.

Weintraub: I went back to my stomping grounds as a regional consultant, correct. That was interesting, too.

Glaser: Who were some of the other leaders within the region? You mentioned the two from Los Angeles, and what others were there in the various areas?

Weintraub: You mean during the entire period, or at the beginning?

Glaser: During the entire period.

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[1]Marcel Hirsch, *The Responsibilities and Rewards of Involvement*, Regional Oral History Office, University of California, Berkeley, 1981, pp. 170.

[2]Walter S. Hilborn, *Reflections on Legal Practice and Jewish Community Leadership: New York and Los Angeles, 1907-1973*, Regional Oral History Office, University of California, Berkeley, 1974, pp. 226.

Weintraub: Well, during the entire period you had Robert Levison of San Francisco. Federation executives in southern California were Leo Gallin and Julius Bisno. You had Dr. George Piness of Los Angeles, Ben Solnit I remember of Los Angeles. One of the executives I worked with in Los Angeles was Martin Ruderman. I think his name comes up in northern California also. There were so many. Seattle, Washington, we had Sol Esfeld, we had Irving Anches. In Vancouver, Washington, we had Dr. Jim White. We had Lou Zimmerman, the executive up there, who stayed on for a long time. Milton Goldsmith in Portland, Oregon. Sam Holcenberg in Seattle, Washington, who was my predecessor in my job with the Council. He had been the Council of Jewish Federations regional consultant before me--no, maybe several times before me. He became the Seattle, Washington, executive.

Oh, there were an awful lot, because I did considerable traveling. In Tucson, Arizona, we had Ray Brandes. He ran a Brandes School for asthmatics, et cetera. He was one of my key contacts. Jack Fruchthandler of Tucson, Arizona, was one of our leaders in Arizona. In El Paso, I was back again with the Popular Dry Goods Company, the Schwartz family who I had been active with in years past.

Canadian Communities

Glaser: Tell me about Calgary. What kind of a town was Calgary back then?

Weintraub: Calgary was a cow-town. It also had a lot of chicken farming. In fact, I think a poultry farmer was one of the leaders of the Jewish community in Calgary.

Glaser: Much of a Jewish population?

Weintraub: Not much. I remember the Palace Hotel; it's an old hotel that's still there. And I remember going into an outdoor pool at ten below zero.

Glaser: And you went into it?

Weintraub: Yes, because it was a heated pool. But you came out and you froze. I remember that.

It was a very primitive Jewish community, very primitive. Canada at that time--I don't know whether it's changed--was like one generation behind the United States in sophistication

and knowledge and awareness. The leadership was more closely related in time to its European forebears than were our American Jews. So if you brought to their attention modern methods of Welfare Fund operation, it struck them as being relatively new, because they were still operating in the old way.

In some ways they were ahead of us, because in terms of Jewish education they were further ahead in the matter of day schools. They were very heavily into Jewish Centers. Vancouver was a lot more sophisticated a community than was Calgary. Calgary and Edmonton were relatively primitive. Vancouver's Federation had a professional executive director; Calgary didn't, nor did Edmonton. They were smaller, and lay people ran their operations. And maybe one cause of this was that these cities were inland, while Vancouver was on the coast and more easily related to Seattle and the rest of the Western United States.

Services Rendered to Small Communities

Glaser: What was your role in the various towns, especially the small communities?

Weintraub: In the small communities where there was no professional, you related very directly to the lay person in terms of bringing them information and knowledge--you were their professional in a sense. I remember when I would go to Spokane, Washington, the leadership would look forward to my visit and hold in abeyance the budgeting allocations process until I arrived. There I would sit with their budget committee, which happened to be their board of directors as well, and review the budget material with them so that they could make intelligent decisions on the distribution of funds. That would be one of my roles.

In Albuquerque, New Mexico, where there was a part-time professional, I would provide some of the budgeting help, and also bring to them information about developments in other communities, and trends overseas. Often, as with an Albuquerque, with a part-time executive, I would try some on-the-job training to help sharpen the executive's skills.

Where there were communities with executives, you operated usually through the executive. You would leave to the executive the decision on who you should meet with and what

subjects to discuss, except in those instances where there were those locally who served on the Western States Regional Board. There you had a direct relationship and a responsibility to meet with them directly to bring them up-to-date on regional developments. Generally, if I went into a Los Angeles I would work with the executive, and he would produce a committee for me to work with or ask that I meet with his board to discuss whatever material he and I felt was important.

And sometimes, for example in Seattle, Washington, I was used to conduct a study of the Jewish Family Agency. Also they might be having problems with their executive, and you were sometimes the catalyst helping in their decision to hire or fire certain people.

I remember in Oregon, when there was to be a meeting of the State Conference on Social Work, the Portland executive and the program committee asked that I serve as speaker on the subject of the Jewish component in social work. So I was used in that context. I was used in almost every capacity. If it was a small city, I would help them set up a fundraising campaign, help to sharpen their budgeting process, help them develop social planning techniques, help them determine how to go about meeting their total needs. I was everything to everyone with a need to latch on to information on how to make a community work better.

Glaser: You told me you spent twenty-eight--

Weintraub: In Los Angeles.

Glaser: --thirty days in southern California. Why?

Weintraub: Well, in the first place I had several areas to cover. Los Angeles represented a fairly large area. At that time we had a separate Federation and a Community Council (Welfare Fund). The Welfare Fund component was separate from Federation. Federation did the monitoring of local services; Community Council (Welfare Fund) did fundraising for overseas and national needs. So I would relate to the Federation; I would relate to the Welfare Fund and each had different executives.

Long Beach was a separate community, so I would deal with them separately from Los Angeles. San Diego was part of the southern area, and this was in my territory also. It had an executive and boards and committees I worked with. Bakersfield had no executive, so I dealt directly with the lay people there.

Glaser: Was there a population in Palm Springs at that time?

Weintraub: No, no. In fact, it didn't have an indigenous Jewish community of any size. It was not a member of the Council of Jewish Federations at that time. That came about later. But the time I was there, it was a very small Jewish community. In fact, I never visited the city professionally. So I dealt with Bakersfield, Fresno, Long Beach, San Diego.

There was also at that time the burgeoning Israel Bond program, and that had impacted differently upon different communities. In San Diego, the Federation executive ran the bond campaign as well as the Federation campaign.

So I spent a lot of time in southern California, going back and forth to the various cities, setting up meetings, discussing national developments, trying to hone their budgeting skills, working on lots of areas. Trying to make them more aware of their local needs and how to go about meeting them.

Even in the large cities, I was surprised at how much they used me in terms of consultation. When you think of Los Angeles, which is the largest in the area, in the West certainly, but second or third largest in the country, it could buy any kind of service it wanted. And yet I found, interestingly enough, that I was useful to them in many respects. Often trying to pull them together into merger, which ultimately came about. And also trying to bridge the gap between the likes and dislikes of one group toward the other.

Glaser: That's interesting, because I was going to ask you whether it was a cohesive community.

Weintraub: Very fragmented community. At that time I never thought that they would ever come together. Never. They were so far apart, they talked against each other. On one side were those of Germanic origin and on the other side the East Europeans. And the leadership on one side would be contemptuous of the other. There were the fundraisers and the fund spenders. The Community Council (Welfare Fund) group used to say, "We raised the money and they (the Federation) would spend it." So it was always we and they and never us.

We didn't have that sharpness so delineated in northern California, in San Francisco.

Glaser: I was sure you would say just the opposite. I thought the divisiveness was more in San Francisco.

Weintraub: Actually not. Because when push came to shove, the two groups became aware they were very much the same.

Glaser: And what about San Diego?

Weintraub: San Diego never had a similar problem. San Diego was organized as a single entity. And it was small. When I first visited there, the Jewish population was maybe 7,500. How many thousands it is today, I don't know, but I was astounded at the recent growth. 7,500 is not a very large community, and thus easily tends toward homogeneity. Al Hutler was their first executive. Al Hutler was, and still is, one of my dearest friends; he's still alive, and he still lives in San Diego. He was their executive, and then he became campaign director for the Chicago Jewish Federation before returning to San Diego for retirement.

He was in Europe with the JDC [Joint Distribution Committee], or with the military government after World War II. If you know the name Ernie Michel at all, it was Al Hutler who brought Ernie Michel to this country as a refugee. He discovered him in Europe, brought him to this country, and Ernie Michel ended up by becoming the executive of the New York UJA.

So Al Hutler was their first executive. He was a very capable, competent person. Incidentally, the Price Club--do you know the Price Club, the discount store.

Glaser: Yes.

Weintraub: That's Sol Price of San Diego. Sol Price was one of his leaders. I met Sol Price through Al Hutler. In those days, who ever dreamed the Price Club would become so large? Incidentally, in those days they had in San Diego what was known as lockers. Did you ever hear of lockers?

Glaser: Do you mean what you have at an airport that you put your baggage in?

Weintraub: Yes, except they were in San Diego proper. The navy was big in San Diego. The sailors would come off the ships, would need a place to change into civilian clothes, and these lockers served the purpose. They became a big enterprise in San Diego.

Glaser: How interesting.

Weintraub: It only comes to mind because I think Sol Price was heavily involved in this before the start of Price Clubs.

Need for Federation Executive After World War II

Weintraub: At that time, fundraising wasn't as successful as it is today. All of this evolved later on. You have to remember that after World War II many of us, although not all of us, were first-time executives. I mean executives for the first time. Al Hutler was a first-time executive in San Diego. Hirsh Kaplan was a first-time executive in Long Beach. This was so in El Paso, Milt Goldsmith in Portland, Sam Holcenberg in Seattle--all of these were first-time executives.

My predecessor at the Council of Jewish Federations was Mort Gaba, and he went to Norfolk, I think. He was the first executive there; these all became first executives.

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Glaser: When you speak about expansion, because these were first-time executives, i.e. the towns had executives for the first time, does this speak to greater population growth or a greater awareness of Jewish needs that required funding?

Weintraub: I think the latter. I think first of all there was the recognition at the end of World War II that we had a big Jewish problem in the world. We had the problem of rescue, an enormous problem. There had always been the recognition previously that each year you raised some money, you gave money to the JDC, you gave money to the United Israel Appeal, which then was the United Palestine Appeal. You gave a little money here, you gave a little money there, your needs were not that great.

But suddenly, there became this awareness of the tremendous need for rescue and rehabilitation. No longer could one can operate on a lay person basis, with a part-time structure, if these needs were to be met. Suddenly all became aware of the needs domestically and nationally that were now being thrust upon them.

So one had to have help, and one could only go two ways for help: hire anybody in view, or hire someone with some kind of relatable skill. So the search began for fundraisers, people who could help raise money. If you were in a larger city where there already was a sophisticated group of agencies, you generally had in place an experienced executive. But for the most part this was not the case, and the Jewish community, interestingly enough, moved in the direction of getting trained, skilled social workers to do the job.

Communities were helped to get to this point because there was a national organization, the Council of Jewish Federations and Welfare Funds, which already used regional consultants to assist them in making decisions on how to meet their problems most effectively. And since the Council was staffed by social workers, it would naturally assume that one should have a social work background to become a community executive. So it was, I believe, the awareness of the immense problems now being faced by American Jewry requiring skilled, professional, full-time help which led to the development of first-time, full-time professionals in community upon community upon community.

Communities with Jewish populations of 3,000 or more began to say, "I need, I need, I need, we've got to find." For example, how could a Utica, New York, go from $62,000 to $192,000 unless someone was there on a regular, full-time basis to act on, work on, develop the campaign? Because fundraising has to become a year-round, not a part-time, occupation. On a part-time basis $62,000 was okay; $192,000 was not okay.

San Francisco in the 1950s

Glaser: When you chose to have San Francisco as your home base, what was--

Weintraub: I chose it after Utica, New York.

Glaser: Right. When you became the consultant to the Council.

Weintraub: That is correct.

Glaser: What was San Francisco like fifty years ago?

Weintraub: San Francisco had two central organizations, the Federation of Jewish Charities and the Jewish National Welfare Fund. The Federation, headed professionally by Hyman Kaplan, dealt with all local social services excluding the Jewish Center. The Jewish Center was not part of the Federation; it was independent.

Glaser: Did the Federation do any fundraising at all?

Weintraub: No. The Jewish Federation received all of its funds from the then Community Chest. The Jewish National Welfare Fund--it dropped the National after a while and became the Jewish Welfare Fund--raised funds for overseas, national, and those

local needs which were not social service in nature. For example, Jewish education was not within the local Federation. Nor was community relations. It dealt strictly with social services--the aged, child care, family services, service to emigres, things of this sort. The National Jewish Welfare Fund only raised and disbursed monies. It had no planning function.

That was what it was like at that time. I believe the leadership of both entities came out of the same milieu, but their interests were different. There were the fundraisers who identified mostly with the Welfare Fund and overseas services, and then there were those whose interests centered mostly on local services.

American Council for Judaism

Weintraub: In '56 I moved over to the Federation, but when I first came to San Francisco in '48 I was with the Council of Jewish Federations and Welfare Funds. The then Welfare Fund was beginning to have problems with the Council for Judaism. 1948 saw the creation of the State of Israel and suddenly those raising funds for overseas needs were faced with tremendous opposition by a certain group opposed to contributing to anything related to the State of Israel.

I was then simply a consultant, not even a staff member--and even though the literature speaks to the tremendous support given by San Francisco to the Council for Judaism, my feeling is that for the most part, the Welfare Fund didn't lose as much money as the literature might have indicated.

For example, it is true that Rabbi Irving Reichert was a national vice president of the Council for Judaism, and also was the rabbi of Temple Emanu-El. It is true also that Sidney Ehrman, a senior member of the law firm of Heller, Ehrman & White, was an active leader in the Council for Judaism. Rabbi Reichert never stopped contributing to the Welfare Fund campaign. Sidney Ehrman did.

And interestingly enough there were many splits within families. Sidney Ehrman, so closely allied to the Council for Judaism, was related to Lloyd Dinkelspiel, who was very close to the Welfare Fund and one of its presidents. George Levison was closely related to the Council for Judaism, and his brother, Robert Levison, was very active in the Welfare Fund. The Sloss family, Judge and Mrs. M. C. Sloss, were very active

in the Council for Judaism. Frank and Richard, the children, were very active in the Welfare Fund. And this went on. Marcel Hirsch was one of the leaders of the Council for Judaism; yet he was my regional president when I came to work for the Council of Jewish Federations. He was also a campaign chairman of the Welfare Fund.

So you had ambivalence and differences within families. And for the most part, the money did not leave the campaign. Ideologically, a lot of people were at issue with the Welfare Fund and the fact that it was supporting programs operating in the State of Israel. But basically, these differences didn't result in substantial loss of money, in my view.

Glaser: What brought about the weakness of the American Council for Judaism that caused it to disappear?

Weintraub: Simplistically, you take what I believe to be and has been the attitude of some of the old-line leadership in San Francisco. They often said openly that, although they may not have believed in the need for a State of Israel, they were willing to support it since it provided a haven for Jewish refugees and relief and rehabilitation for those in need. Ideologically they were not Zionists, but philanthropically they would lend support.

And the trend continued. The Haas family, for example, was in the forefront of contributing and strongly supported the ingathering. And Lloyd Dinkelspiel, who I consider to have been one of the most outstanding leaders ever produced in San Francisco, provided such strong Welfare Fund leadership that only those most peripheral to Judaism continued to cling to the Council for Judaism. Although the mainstream was not ideologically Zionistic, they were pro-helping to people in need. And if the only haven for the Jewish dispossessed was to be in Israel, this was where the help was to go. They were able to separate ideology from the business of saving lives.

And ultimately, at least in San Francisco, pragmatism began to have its effect on weakening the entire structure of the Council.

German Jews Vis-à-vis Eastern European Jewry

Glaser: The strength of leadership in San Francisco was the German Jew.

Weintraub: Right.

Glaser: What was the position of those who were from Eastern Europe, and how did they eventually come into the lay leadership of the Federation?

Weintraub: The demarkation between German and Eastern I found extremely difficult to recognize. I don't know whether John Golden, for example, who had been active in the Federation of Jewish Charities as a past president, was Eastern or German. I don't know.

Glaser: But you had the separate neighborhoods.

Weintraub: Well, but when? When? The distinctions were disappearing. Where was the Fillmore and Webster Jewish district in 1948? It had begun to disappear. When I first came, there were very few Jewish neighborhoods. Even the Jewish delicatessens were beginning to disappear. The Ukraine Bakery was on its way out. The separate neighborhoods were distinctly pre-war. Following World War II, the change was sharp and irreversible.

Sure, we had the Ben Blumenthals, and the Al Karps; we had what could be called the Hebrew Free Loan Association and the Sinai Memorial Chapel groups. One could even distinguish the Hebrew Nursing Home from the Maimonides Center group. But none ever seemed anxious to move into any void that might have been left for them by the so-called German leadership.

I never had the feeling that there was any kind of concerted effort to keep from leadership anyone who was willing to pay the price. The willingness to contribute dollars was one of the criteria which enabled you to attain Welfare Fund leadership. And whenever the so-called Eastern Jew exhibited a willingness to participate actively in and contribute generously to the Welfare Fund, he was given a warm welcome.

Take George Edelstein; he was Mr. Zionist in San Francisco. And Sidney Rudy. And Leo Lerner. These were acknowledged leaders within the Zionist movement and always found acceptance within the Federation campaign structure by working for and contributing actively to Federation programs. I never felt that there was strong demarkation between the groups.

[Rabbi] Saul White used to make a big issue out of his belief that ours was a "we" and "they" community. Yet he became a member of the Federation board and joined the "we" group. I could go on endlessly. William J. Lowenberg came out

of the concentration camps and ultimately became a president of the Federation. I could cite name after name and ask, where really were the German Jews and where were the East European Jews in terms of leadership? Were Eastern Jews being excluded? I never thought they were. I felt always that if they were willing to work and contribute adequately to the campaign, they would be welcomed into community leadership with open arms.

VIII FEDERATION AGENCIES

Dissolution or Reassignment of Agencies

Glaser: Were the constituent agencies the same as those that are now in existence?

Weintraub: What do you mean?

Glaser: Were there any--

Weintraub: You mean the Federation agencies?

Glaser: Yes. Have there been any changes? Some have come into the picture, some dropped out?

Weintraub: You're talking about service agencies?

Glaser: Yes.

Weintraub: Well, Homewood Terrace was one of the prime ones. It existed at that time. It originally was an orphanage, moved into residential care for children, and then was absorbed into the Jewish Family Service Agency. We had a Jewish Committee for Personal Service, which served both Jewish prisoners and their families and the--how do I say it?

Glaser: Veterans?

Weintraub: Served those in mental health institutions and provided a transition into the community at the point of discharge. This agency was ultimately absorbed into Jewish Family Service.

The San Francisco Committee for Service to Emigres, formerly a separate agency, was absorbed into Jewish Family Service. Maimonides Hospital and Hebrew Nursing Home was

ultimately closed, and though it retained its identity for corporate purposes, ceased to operate. What else? Emanu-El Residence Club; this was closed when it became obvious there was no further need for the program.

A new agency created in my time was the Jewish Employment and Vocational Service. What else? In my time, we integrated all the individual community centers into the collective United Jewish Community Centers.

Glaser: Well, talk about the Blumenthals. You were telling me about the Blumenthals especially.

Weintraub: You mean Lou and Emma?

Glaser: Yes.

Weintraub: They were a very fascinating couple. Lou was Mr. Jewish Community Center. In this community, interestingly enough, and this is not true of all cities, but here, a number of the leaders came into the Federation from the Center. And generally it's the reverse, where the flow is from the Federation into the agencies. In this city, Lloyd Dinkelspiel, Bob Levison, Walter Heller, Meyer Kahn, all came from the Centers.

Now, Walter Heller became president of Federation; Lloyd Dinkelspiel was a president of Federation; Bob Sinton was very active in the Center and became Federation president. Frank Sloss was very active in the Center, and came over to the Federation. So Lou Blumenthal provided a good training ground for leaders. With all of his need to pontificate, for all of his tendency to talk at instead of with his leaders, the end result was indeed healthy for the community. At one point he was shot in the leg while walking his dog, and although it was not fatal it did hinder him in later years. When Lou Blumenthal died, his wife, Emma, also a trained social worker, took over and ran the Center until a successor was named.

Interestingly enough, the Center was never considered to be very Jewish in content. For example, as you know, the day camp had an Indian name. That would never do today.

Glaser: Camp Tawonga?

Weintraub: No, that was the residence camp. Camp Tiyata, an Indian name, was the day camp. This was the in-city camp to which you came during the day. In contrast to Tawonga, the residential or out-of-town camp, where the camper remained for periods up to

two or three weeks. At Camp Tiyata, there was no specific Jewish component. This developed later, during the Irwin Gold days. He succeeded Lou Blumenthal.

IX MERGER OF FEDERATION OF JEWISH CHARITIES AND JEWISH NATIONAL WELFARE FUND

Need for Consolidation

Glaser: The merger. I want you to tell me all about the merger, because you were part and parcel to a great extent. The merger process started actually with the study by a special Committee on Associated Jewish Organizations.

Weintraub: What does that mean?

Glaser: That's what it says in the minutes, and I assume that you had some input with this committee, that you could tell me who the professional people were involved and the lay people.

Weintraub: Are we talking about the merger of the Federation and the Welfare Fund?

Glaser: Yes.

Weintraub: Well, don't we have to talk about what preceded it, what might have lead to it? Or is that already in the record?

Glaser: No. Tell me, please.

Weintraub: Well, I think it is in the record somewhere.

Glaser: Well, I want your record.

Weintraub: Okay.

First of all, having two separate central organizations in a community had already become anachronistic. Most of the cities in the country already had a single organization. These had already consolidated their local services and their

fundraising for total needs into one central organization. San Francisco was one of the few which still had two, as did New York and Los Angeles. Historically, the trend was already in the direction of one single organization. That's number one.

Number two, in San Francisco initially the Federation of Jewish Charities was funded totally by Community Chest and didn't need supplementation by the Welfare Fund. The Community Center was outside the Federation; it was not a part of it and got its funding directly from the Community Chest. At one point, the Federation became aware that it needed funds in addition to those provided by Community Chest and looked in the direction of the Welfare Fund. They needed permission from the Community Chest to approach the Welfare Fund and while the Community Chest was reluctant to grant it, they did so on condition that it be for one time only. As it turned out, the arrangement continued until merger.

So we now have Federation getting funds both from Welfare Fund and Community Chest.

Glaser: If the Community Chest had been able to continue funding the Federation completely, would the merger not have taken place?

Weintraub: It might not have taken place at that point in time.

Glaser: But later on it would have?

Weintraub: First of all, it's not a realistic contemplation. Community Chest would never attain the ability to fund the evolving Federation adequately. So it becomes a matter of conjecture. If it hadn't happened then, I believe it would have happened later, that it would have been beyond the capacity of Community Chest-United Way to subsidize completely Federation needs. So I can't answer except to state pragmatically that it would have happened one way or the other.

As it turns out, money often dictates the direction in which a community moves. And in this particular case, movement began first because the Federation was getting funds from two sources. And as this was taking place, the Welfare Fund was beginning to say, "Hey, in what way is Federation any different than the Welfare Fund in terms of leadership?" It began to see that the Joseph Blumleins were no different than the John Blumleins other than that one identified with the Welfare Fund and the other with Federation. And other names would have the same effect. The name of A. J. Shragge would appear on both the Federation and Welfare Fund side. This led them to begin

thinking, "Well, maybe we can pull off some kind of union or confederation."

The next step was to say, "Well, let's sit down and study the differences and similarities, and whether it makes any sense to come together." The study committee process resulted.

The two co-chairs were the then-president of the Federation, Joseph Blumlein, and the then-president of the Welfare Fund, Lloyd Dinkelspiel. The professionals staffing the study consisted of Hyman Kaplan, who was then the executive of the Federation; Sanford Treguboff,[1] who was then the executive of the Welfare Fund; and Marvin Schoenberg, who was the assistant executive of the Welfare Fund. I was asked to come in as a consultant because I represented the Council of Jewish Federations and had been trying for some time to steer the leadership into this kind of study approach. It was felt also that from my knowledge of developments in other communities throughout the country, I could bring useful information to the committee's deliberations.

We pulled together a variety of interest study groups: a committee on the aged, a committee on group work and recreation, a committee on family services, a committee on national and overseas agencies. Each was headed by different chair people. I think Bess Schwartzbaum headed the aged committee, and I served as its staff consultant. I don't recall all of those involved, except that the key heads were Lloyd Dinkelspiel and Joe Blumlein.

Merger Process

Weintraub: That process took a number of years, as the record will show. Ultimately, the realization set in that you pretty much couldn't tell the difference between the Federation and Welfare Fund leaders, so from a leadership standpoint, the organizations could be melded together. It also didn't make sense for the funding to be so disjointed.

Also, there had been one group excluded from the entire process, the Centers which went directly to the Community Chest

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[1]Sanford M. Treguboff, Administration of Jewish Philanthropy in San Francisco, Regional Oral History Office, University of California, Berkeley, 1988, pp. 243.

for funding. Mount Zion Hospital, for example, was in the Federation; the Centers were not. There was a need somehow to pull all into one process. So the decision was made to pull all the agencies into one organization, with this one organization seeking to determine how to meet the funding needs of all of its constituencies, local, national, and overseas.

There were two steps in the consolidation process because it was necessary from a legal standpoint for the function of one to be absorbed into the other before formal dissolution could take place.

New Role of Lay and Professional Leaders

Weintraub: Well, the decision on who would be the first president of the newly merged organization was simple. It was going to be Lloyd Dinkelspiel, who was, as I have said before, one of the most outstanding leaders the community ever produced. But the real question was who would be the executive, since there were two executives, one from the Welfare Fund and the other from Federation. They took the easy way out by making them co-executives. The recognition was that Hyman Kaplan would devote his executiveship to overseeing the Federation program dealing with local agencies while Treguboff would continue to handle fundraising and budgeting functions.

Glaser: What was the reaction of the heads of the various agencies to this merger?

Weintraub: Well, there was a mix, depending on who the agencies were. There were some reluctant ones. The Centers wanted to buy in, as did others. With those who were reluctant, the patience and expertise of Sylvan Lisberger came in handy. Syl Lisberger, who had retired--I think he had been a PG&E engineer--volunteered to meet with the agencies to explain the advantages of merger.

He met with board after board. In meeting with the agencies, he assured them that if they felt threatened, they shouldn't. He understood their feeling that they might lose their identities once this monolith came into being. Some might wonder, would their autonomy be protected, would Federation want to take over and run everything. He understood that some might be afraid that not only would the Federation be raising the money but would want also to run the Family Service, as well as every other local program.

The agencies had to get assurance, and did from Syl, that their integrity would be unchallenged, that they would be represented on the Federation Board and would have a voice in its deliberations. Not only would each of the agencies be represented on the board, there would be ample opportunity for each to present its case before all of the funding bodies, the Community Chest (United Way), and the Federation allocations process itself.

And they all bought in to the merger without much resistance. So a lot of our success was due to the patience of Syl Lisberger, and the noncombativeness of the agencies and their executives, who were reassured that neither their agency programs nor their jobs would be threatened.

Glaser: It was a longtime process.

Weintraub: It took about five years, I think. But that's because a study process is an ongoing continuum. You start, you breathe, you talk, you cast a problem into the air, you deal with it, and go on to the next one. You're dealing with a lifestyle change for a lot of people. For example, if you've been president of the old Federation you will no longer be one. If you've been on the board of the old Federation, will you still be on the board after the merger? It takes a little time to get used to the change.

You wonder how services will be delivered if you put all you hold dear into the hands of this giant organization. What will happen to them? It takes time for reassurance. Reassurance required not only the walk-through of Syl Lisberger to the agencies, but a study process involving the agencies themselves. You work with the Jewish Home for the Aged. When you're talking about aged needs, you're talking about the needs of the aged person who is still at home, not only the one in the institution. Then you involve the Home in the study process so that what you recommend doesn't become threatening to them. And you do it in every step of the way, so yes, it takes time.

And then you have to bring them the experience of other cities. How has a single organization worked in Detroit, or in Cleveland, or in Newark, or in any of the cities you compare yourself with? Has it been effective there? Have there been losses? Have there been gains? What's been the total return? And you get reassurance from the things you hear. The process all takes time.

Relationship with Community Chest

[Interview 3: November 3, 1994] ##

Glaser: To conclude our discussion on the merger, how did that reflect the relationship that the Federation had with the Community Chest?

Weintraub: It was a natural next step, because as you will recall, the Federation of Jewish Charities had requested permission of the Chest to go to the Welfare Fund for subventions. First it was to be for one-time, and then it continued on an ongoing basis, and then it was natural to go to the Chest to indicate that there were merger discussions going on with the Welfare Fund.

I think in many respects it cemented the relationship, because from then on, there was a continuum of the--. Well, we can go into that later, but then the merged Federation became a central participant in United Way and negotiated a lump sum allocation for its local agencies.

Glaser: I thought there was a period after the merger when there was a discussion of whether the allocation should be to the various agencies or a sum total to the Federation.

Weintraub: If there was a discussion it was quickly resolved in favor of the lump sum. I don't think the Federation ever, ever envisaged individual allocations. What would be the point of there being a Federation if individual agencies functioned as if they were on their own? What evolved initially was a Federation process at budget hearings where the Federation and its local agencies made presentations and responded to questions. Ultimately--

Glaser: Oh, so they attended the presentation to the Community Chest?

Weintraub: That's correct. And then ultimately the Federation made a single presentation and the agencies were present essentially to answer questions.

I think that initially the allocations by Chest (United Way) to the agencies were earmarked in terms of specific dollar amounts. That may be what's been referred to. And ultimately the Federation said, "No, we will take a lump sum. We want to determine what part of the lump sum will go to individual agencies, because we want to tie-in these amounts with our own allocations from Welfare Fund campaigns." I think that was the process.

Wilensky and Stanford Research Institute Studies

Glaser: In 1954 and '55, there was a Wilensky study regarding health program needs. That would be at the tail end of the merger. What brought this about, and what was the result of the study?

Weintraub: The study evolved out of concern by the Federation--this was before the merger or after?

Glaser: '54 and '55.

Weintraub: Because I was involved in that. Was it that early? Because I came aboard in '56, and I know that I was involved with Blumberg. Was it Wilensky or Blumberg?

Glaser: According to the Federation minutes, it was Wilensky.

Weintraub: That was not the SRI report, study?

Glaser: What was SRI?

Weintraub: Stanford Research Institute.

Glaser: I've never come across that.

Weintraub: That was the study of Mount Zion Hospital.

Glaser: Well, that might be it, since its health program--

Weintraub: I think it was Blumberg who conducted the SRI study. And I remember that this was because of concern by the Federation as to the mounting costs of Mount Zion Hospital, and whether in fact Mount Zion needed all of the programs, departments, and services which it had. For example, there was interest in determining whether it was possible to meld or merge some of these services, like obstetrics and pediatrics, into Children's Hospital.

As a matter of fact, I think that one of the recommendations of the report was that they do. I remember that the occupancy in obstetrics and pediatrics was down sharply. The question was whether it was feasible for Mount Zion to continue operating these departments. I think that the study pointed to the feasibility of merging them with Children's.

The study findings were never, never accepted by the hospital. The hospital position was that it was a general

hospital, and to be a general hospital you had to have the entire gamut of services, that you could not slough off pediatrics and obstetrics, because that was an entry into the use of other services later on. Once you had the kids, then you had them in later years when they had need for surgery, orthopedics, and so on. If you didn't have them as kids, you would not be in a favorable position to compete with other hospitals which were general hospitals in nature. Mount Zion held strongly to this position and Federation didn't feel it wanted to push them in the direction of merger at this point of time. But that was part of the SRI-Blumberg report, as I recall.

Wilensky I think preceded me, you're right, but I don't recall that anything concrete happened. Whatever the recommendations may have been, nothing happened, because Mount Zion remained exactly as it was.

X JOINING THE FEDERATION STAFF

Assistant Executive Director for Social Planning

Glaser: In 1956, you became the assistant director in the social planning department. Was this at the time when you and Marvin Schoenberg were both assistants to the executive?

Weintraub: In 1956 the merger in fact became operative. You had two co-executives, you had Treguboff and Hyman Kaplan, with Treguboff representing the fundraising element, the Welfare Fund, and Hyman Kaplan representing the old Federation. I was with the Council of Jewish Federations at that time, and I was asked whether I would join the Federation in a staff capacity. I was hired as one of the assistants, with the specific charge of social planning, something which had never been done up to that time. The Welfare Fund hadn't had any social planning and neither had the Federation.

So I took on the planning process, and Marvin Schoenberg retained the campaign function. We jointly shared the budgeting process. I took responsibility for the local and some of the national budgeting; he took responsibility for overseas.

Glaser: To whom did you report?

Weintraub: I reported initially to Hyman Kaplan, the former Federation executive. Although I had an office at the Federation, I still reported to Hyman Kaplan theoretically.

Glaser: And that was on Scott Street?

Weintraub: That was on 1600 Scott Street, I forget for how many months because not long thereafter Hyman Kaplan died. Then we had a whole different realignment.

Glaser: So at that point you reported to Treguboff?

Weintraub: Treguboff, right. Initially I was interviewed by Bob Sinton, one of my past regional presidents of the Council of Jewish Federations, and by Treguboff. Treguboff actually hired me for the job. And I continued to report back to him. Most of my contacts in San Francisco were with Treguboff as the executive rather than with Hyman Kaplan. It was peripheral with Hyman because fundamentally I related to the Federation in terms of improving the budgeting and planning processes.

Glaser: How much social planning were you doing at that point?

Weintraub: You mean at the beginning?

Glaser: Yes.

Weintraub: I had to establish an entire social planning process, which meant setting up a social planning committee. I think Frank Sloss and Mortimer Fleishhacker were the committee's initial chairman and vice chairman.

I had worked with Mortimer before, Mortimer Fleishhacker, when I was appointed to the Mayor's committee on youth and he had been chairman. So we knew each other fairly well. Frank Sloss I had met previously when he had been a Welfare Fund campaign chairman during the years when I was with the Council of Jewish Federations.

So we set up a social planning process which remained in place until eventually it was merged into the budgeting process. But it was here where we established subcommittees on family and child care, the aging, group work and recreation, health and hospital care, and the like. The entire network of committees you have within a social planning process. And then we began to do in-depth evaluations of unmet needs. Any planning process worth its salt attempts to measure how effectively ongoing needs are being met and how to go about meeting unmet needs. I think we made a good stab at it.

Glaser: Was there one committee that was more important than the other?

Weintraub: No, they were all equally important in terms of function and structure.

Early on, when it became obvious that we needed help with the planning process, I hired Bob Forman as our first social planning assistant. He later went on to become the executive vice president of the Philadelphia Federation and regretfully

died there recently of Lou Gehrig's disease. Bob was our first social planning assistant. One of the studies we did together was of the Emanu-El Residence Club and its viability.

In a later process, we developed the rationale for the Pinecrest Group Residence for the aged, which we located on the grounds of the Hebrew Home.

Maimonides Health Center for the Chronic Sick

Glaser: Tell me at this point the whole story about the Maimonides Hospital.

Weintraub: The Maimonides Hospital was a mistake in conception and execution, in my view.

Weintraub: Before we go into the matter of Maimonides, let me just digress for a minute and talk about the Mayor's committee on youth, which I mentioned a short while ago, because it was my first experience dealing with a program combining the private and public sector. On that committee were the heads of the various public departments--school, probation, police--as well as those representing major private agencies. And our first executive was a recent graduate of Brandeis University, who helped pioneer the concept of a Youth Opportunity Center for disadvantaged youth.

The second executive was Ron Dellums, who went on to Congress and even served there as chairman of one of the key House committees. We worked primarily in Hunter's Point, and our Youth Opportunity Center became a model for the rest of the country. It was a very interesting process we went through trying to come to grips with ways of dealing with problems of juvenile delinquency in the black community.

Glaser: Who was the mayor at that point? Was that Shelley?

Weintraub: I don't remember.

We'll go back to Maimonides. Maimonides was an interesting study in the absence of structured planning. Because when I got involved with it, the place was already in financial difficulty. It had already merged with the Hebrew Nursing Home.

What preceded the merger was what I found to be very interesting. As I tried to seek out the data justifying the need for Maimonides, I asked Hyman Kaplan, I recall, for a copy of the study, and he told me that there was no study. He said a questionnaire had been sent to all the Jewish physicians asking whether they thought there was need for a Jewish rehabilitation hospital, and there was agreement that there was. So the decision was made to construct the unit, and it was done.

As the record will show, Maimonides was very short-lived because all too soon it became obvious that the funding predictions were incorrect. I looked through the records and saw that the expectation was that not only would the hospital break even, but that there would probably be a surplus. It never came to pass. The hospital had an operating deficit from the very beginning.

When this realization sunk in, the Federation became very concerned, because it felt that this deficit could become an albatross around its neck. Seeking for a solution, its eyes lit upon the Hebrew Nursing Home, a non-Federation agency with money to spare. And there was Maimonides in need of money. So in the belief that the two programs were somewhat similar, the decision was made to marry the money to the non-money and the Maimonides Hospital and Hebrew Nursing Home became the end result. This was a serious error because the two programs were totally different.

Maimonides was a rehabilitation program with patients needing rehabilitation being referred there by their physicians. The Hebrew Nursing Home was in fact a custodial institution. Residents were in there for the long pull. From the very beginning, they could never really integrate the two services and the costs began to mount. Further, the Hebrew Nursing Home never had an intake process of any consequence. There was no trained staff to do intake, and decisions who to admit took place in the most informal settings. It was truly a lay operation.

Glaser: Why was there the need to have two homes for the Jewish aged?

Weintraub: That's a very interesting question. It's like why there might be two synagogues in a town too small to afford one synagogue. The in-group and the out-group. The in-group being the Hebrew Home for the Aged; they were the German Jews. They were people like Stuart Greenberg, they were--just go through the list. And then there were the Moe Bernsteins and the Henry Goldsteins and their friends, who were at odds with and felt unaccepted by

the Hebrew Home leaders. They figured that they needed for their people--"their" people being the non-Germanic aged--a facility of their own. So they proceeded to establish a modest facility, the Hebrew Nursing Home, a miniature image of the mega-Hebrew Home for the Aged and Disabled.

So in small part, that really was the reason why they needed one when they had another. Ultimately as we saw and as time proved, we didn't need two homes. When we closed Maimonides, we had the physicians discharge their rehab patients either back to their homes or to another treatment facility. This couldn't be done with the Hebrew Nursing Home patients, so we engaged in a process of finding commercial nursing homes to take them temporarily. We placed them in Hillhaven facilities throughout the area because they were plentiful and had room. And we set about convincing the Hebrew Home for the Aged that it ought to change its admissions policy to admit the sick aged. Up to then their policy was to admit no one who was sick. If you became sick while there, you were not discharged but you could not be admitted if sick.

Glaser: Oh, is that right?

Weintraub: Oh, yes. Oh, yes. That whole policy changed as a result of this.

When we closed Maimonides we were able to convince the Hebrew Home to take in the whole Hebrew Nursing Home group, and for it to do so to change its admission policy as well. Of course, we had to pay a price for this. We entered into an agreement with them which I will get into later.

I'm running ahead of myself. What happened initially was as soon as the merger between the Hebrew Nursing Home and Maimonides took place, the original Maimonides leadership walked out. Those active in Maimonides resigned from the board and left, leaving the Hebrew Nursing Home leadership--Moe Bernstein, Henry Goldstein, Judge Axelrod--with the problem of running the total program. This led ultimately to financial crisis upon financial crisis and the Federation was forced to move in to close and then to dispose of the property.

Glaser: So what was the price that you had to pay?

Weintraub: Oh. We had to agree that half of the proceeds from the sale of the building would go to the Home, and the other half would stay in a trust, the Maimonides Rehabilitation Trust, to be used for rehabilitation purposes, et cetera. Ultimately, a piece of that remaining with Maimonides went to fund the new

sixth floor, the rehab floor at Mount Zion, known as Maimonides Rehabilitation. There still remains a Maimonides Trust, I believe, in the Federation Endowment Fund, used for periodic outpatient or rehab care. But the Home succeeded in getting half the proceeds when the building was sold.

We asked Mount Zion Hospital whether it wanted to take over the Maimonides facility. It could have gone very cheaply. Mount Zion turned it down. The physicians didn't want to put their patients where they would have to walk across the street to treat them. We even explored the feasibility of an underground tunnel, or an overhead walkway between the two buildings. It was too expensive. Mount Zion was cool to the entire idea. Ultimately, the irony is that when they finally bought it from the commercial health facility which had bought it from us, they paid at least twice as much for it as they would have earlier.

So that's the story of Maimonides. If there's any evidence of poor planning and how well-intentioned leaders could go wrong in making key decisions, it was demonstrated in this process. The mistake was to bring together two disparate organizations, programs, and think that just because they sounded alike, they were alike. And we paid a price for it. I don't know how long it was, but I think maybe Maimonides was in existence for only six or seven years.[1]

A real tragedy, because it was a wonderful facility, and the rehab program was wonderful. We had an outstanding physiatrist in charge of it whose name escapes me, and it had such great potential. I think had it not been merged with the Hebrew Nursing Home, if its financial problems had been resolved differently, it could have been really a milepost in this community because of its creative purpose. The closest rehab facility at that time was in Vallejo. I think Kaiser ran it. And that in short is the story of the rise and fall of Maimonides.

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[1]Maimonides Hospital came into existence in 1950. It combined with the Hebrew Nursing Home in 1952 and was closed in 1956.

Massarik Population Study, 1958

Glaser: In 1958, there was a Massarik population study.

Weintraub: What year was it?

Glaser: 1958.

Weintraub: Okay, that was the first, yes.

Glaser: Did you bring that about?

Weintraub: Yes. Fred was a friend of mine. He was from Los Angeles and was an expert in population studies. He ultimately did the first national Jewish population study for the Council of Jewish Federations. We were able to convince our leadership that we needed a population study, first of all to determine where our population was, and second to determine whether we were serving this population adequately.

It was here, I think, that we learned for the first time that our Jewish population in San Francisco numbered 47,000, that there were 9,000 or less in Marin, and about 16,000 down the Peninsula. I think the total Jewish population in our area was about 66,000 at that point. It was from this that we were led into a study process to determine whether we needed a Community Center in the South Peninsula, what the needs were in Marin, and other items of that sort.

I made the verbal presentation of the population study findings at the Federation Annual Meeting, I remember. We developed a script for it and it was a very electrifying meeting. It was the first time such a comprehensive study was ever done, and it led, I think, to an acceptance of the need for an ongoing social planning process with appropriate data and statistics around which to plan.

Relationship with San Jose Vis-à-vis the Peninsula

Glaser: In 1960, there was a special committee on the relationship with San Jose. Would this have come out of the Massarik study, and what was the result of this committee?

Weintraub: Oh, that, I think, may have been a territorial problem relating to Palo Alto. Palo Alto is in Santa Clara County. Menlo Park,

which borders on it, is in San Mateo County. The Federation's geography consists of San Francisco, Marin, and the Peninsula, and our definition of Peninsula included Palo Alto. The Palo Alto people wanted, we believed, to be included in the San Francisco Federation because they related to San Francisco more than they did to San Jose.

San Jose said, "No, Palo Alto belongs to us geographically." So we sat down in a process where we gathered together the Palo Alto people who said, "No, we're not going to be covered by San Jose. No matter what the situation is geographically, we relate to you." So that insured that the relationship of Palo Alto to San Francisco continued in force. Palo Alto became the demarkation line for our Federation rather than the county line of Santa Clara.

Glaser: When did it come into being that there was a North Peninsula and a South Peninsula in terms of Federation administration?

Weintraub: We always--we called it North and South Peninsula because there was truly a north and south on the Peninsula. But we never treated one differently from the other except that due to there being a larger population at that time in the North Peninsula, that area had a Jewish Community Center of some consequence. It had its own Center building.

South Peninsula was late in coming into its own from the standpoint of a Center operation. First of all, it had a relatively small population. Second of all, not all the leadership was united in believing there was need for a Center building. If they related to anything indigenous, it was to the synagogue, the temple. There were mostly Reform Jews in leadership positions. Jewish education had not been highly developed.

Money was not a factor. Much of our big money from the Peninsula was from the south, but there was little pressure from there for extensive services. We had to go through a study process for them to become aware of and express interest in having our network of services extended to the South Peninsula. That's why they were late in seeking a building for Center uses. As I recall, they had to rent a building--what's the name of the road there?

Glaser: Arastradero Road?

Weintraub: That's the location. But it was a rented building because we still had no evidence that they either wanted or would support

a major building. This was well before Mr. Schultz arrived on the scene and had a Center building named after him.

So at the beginning, our heavy Jewish population, and that was probably because of the commuter aspect, was in North Peninsula. The South Peninsula was late in making its wants known.

Marin was very small, but Marin already had the beginnings of a Center. Very little of our own money went into it in the early days.

XI FEDERATION EXECUTIVE DIRECTOR, 1958

Sanford M. Treguboff Became Executive Vice President

Glaser: In 1962, the position of executive vice president was created for Treguboff, and you succeeded him as executive director. Was this a time when you turned down an offer from St. Louis?

Weintraub: Just before that.

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Weintraub: Backtracking a bit, when Marvin Schoenberg left the Federation to go to Temple Emanu-El, I became the single assistant and later the associate director. Hyman Kaplan had died and the Federation now had the whole ball of wax. We had fundraising, planning, budgeting, and the relationship with the general community. We had the whole system.

Glaser: When you say "we"--

Weintraub: The Federation.

Glaser: What were your duties when you were the associate director?

Weintraub: I was doing everything except working with the top campaign donors. I was doing the planning, the budgeting, and much of the fundraising, even when we had a campaign director. I was actually the associate, the number two man in charge of the administrative operations. Treguboff spent most of his time and effort on the campaign. I took responsibility for board and committee meetings, supervised the staff, worked directly with the local agencies and their executives, and so on. I did all the in-house stuff, leaving Treguboff free to relate to the top layer of the campaign and the top leadership.

Glaser: So in 1962 you're the executive director and Treguboff is the executive vice president.

Weintraub: The only changes were the titles. We had already been doing what a number one and number two person does.

Glaser: Why the change of title at that point?

Weintraub: One of the reasons was to encourage me to stay on.

Glaser: Because you had the offer from St. Louis?

Weintraub: Yes. Also, Treguboff was going through a personal turmoil in his life, and he was making sounds like he wanted to ease up on stress. So those principal factors led to the change of title, basically. But this didn't, as I said, lead to a change of function.

Glaser: Now, tell me why did you make the decision to stay in San Francisco rather than going to St. Louis.

Weintraub: Treguboff had said for a very long time that he wanted to retire when he was age sixty. He was not going to go on beyond that. When I got back from my St. Louis interview, he arranged for the leaders of Federation to meet. They in turn approached me and said that although they couldn't match St. Louis' dollar offer, they would increase my salary and would assure me in writing that I was their choice to be Treguboff's successor when he retired at age sixty.

The other factor was that my wife, Betty; her whole family was from San Francisco. This is where she was born; she was a third or fourth generation San Franciscan. I had a young son, and I didn't want to uproot my family. I also happened to like the San Francisco Bay Area a great deal and didn't want to move to the Midwest if there was a better choice. So those were really the factors leading to my staying on.

As it turned out, that promise was fulfilled only partially. But that's a different kind of story.

Staffing

Glaser: Tell me about staffing when you became the executive director. I assume you were in charge of that.

Weintraub: Yes. Bob Forman left. Then we hired a different planner. We also had a variety of campaign directors. The first one was Al Stein, then Al Dorner. Then we had Reuben Bennett; that led ultimately to a court case.

Glaser: Tell me about that.

Weintraub: Reuben Bennett? Do you want to go into it now?

Glaser: All right, do you want to tell me after you finish the staffing?

Weintraub: We could go into that later, because it was very traumatic.

When I was associate director, we had a variety of planners at different times. Jack Guthartz was my principal planner and one I was really devoted to, who lived in El Cerrito and who died several years ago. I was very high on him. He was my social planner for a good number of years. When Treguboff retired and I became the executive, I did not make him my associate. I think that unconsciously this became a factor in his decision to leave the job and take a year off to find himself. He later became a realtor.

I then had Jerry Weber, and Helen Howard. Weber was very competent. When he left us, he went to Los Angeles, and unfortunately was killed following a money withdrawal from an ATM in southern California. And then ultimately we hired Mike Papo. Do you know Mike Papo?

Glaser: I know who he is.

Weintraub: Do you know what he's doing now?

Glaser: He's the executive director for one of the foundations, and I--

Weintraub: The Koret Foundation. Mike Papo is the son of Joe Papo. Joe was the executive of the Sephardic Jewish community in New York and I was instrumental in his becoming the executive of the Sacramento Federation when I worked for the Council of Jewish Federations. He replaced the first Sacramento executive, Bill Boxerman.

Mike Papo was a social work graduate of UC Berkeley, and I hired him, I guess, because of the warm relationship I had with Joe Papo. When Mike left San Francisco, he became the executive of the San Jose Federation and then moved on to his current job. He has talent, there's no question about it. So those were mostly my planners.

The key fundraisers were Dorner and Al Stein. Al Stein was also an interesting one. A former executive in the Federation in Lynn, Massachusetts, he was also a friend of my family. He went from San Francisco to the directorship of one of the Jewish Homes for the Aged in Los Angeles.

We had several staff people to whom I'm still very close. One is Nat Starr, and the other is Seymour Kleid, who I just learned had cancer surgery. Kleid handled our Women's Division, and Nat handled mostly the Peninsula. They're still around. They were at my eightieth birthday party in January in Sacramento.

Attempt at Unionizing

Glaser: Did you have any problems with unionizing?

Weintraub: Yes, we had problems.

Glaser: Would you tell me about it, please?

Weintraub: That's around the Rube Bennett situation. Rube Bennett was first with us as a campaigner, not as the campaign director. Then Art Mintzer in Oakland brought him there to become his campaign man. Then, when we had a vacancy, Bennett came and asked us for the campaign director's job. We hired him, even though we had been displeased when he left us to go to Oakland.

He was with us for several years and served principally as an order-taker. He was not really an outstanding leader. But we kept him and increased his salary as the years went by. When I became executive vice president in 1970, I hired Murray Schiff, who had been the director of the Large Cities Budgeting Conference of the Council of Jewish Federations. One of the first things he did was convince me (I guess I didn't need much convincing) that we ought to let Rube Bennett go.

The moment we gave Rube notice he went to work and convinced the personnel in the campaign department to agree to sign up as union members. So we had a situation. Our secretarial help was not organized, other departments were not organized, but the campaign department had all signed up.

We, the executive staff as well as the lay people, didn't feel we should have a union of professional fundraisers. Sam Ladar, who was our legal counsel, had extensive experience in

labor relations, and served as my consultant in this matter. He went the NLRB [National Labor Relations Board] route and succeeded in getting it to rule that since we were not engaged in inter-city commerce, we were not required to participate in a union election. It was a technicality which enabled us to deny our fundraisers union recognition.

We could not fire Bennett during the union negotiations, although we were sorely tempted to do so because of the tremendous unrest in the office due to the agitation going on. But wisdom prevailed since had we fired him during the unionization process we would have been accused of doing so because of his union leadership.

But once it was clear that unionization was no longer an issue, we did fire him. So he took us to court.

Glaser: On what basis?

Weintraub: On the fact that he had been unfairly fired. After all, he claimed, he had done satisfactory work, had received increases, and therefore there was no cause for his being fired. He lost the case. It was a jury trial. What killed his argument was that he had not really suffered damage. No sooner had he left our job than he'd taken one down in southern California for considerably more money than we were paying him. So when our attorneys at the trial asked, "What happened to you as a result of being let go?", he had to admit he was already working. You know what a jury can be like. Here was someone who was not suffering economic pain, so why should they hold at fault the organization which had let him go? We won that case.

But it was, retrospectively, very poor management on my part. It should have been handled a lot more skillfully. I should not have so eagerly and so readily acquiesced to the urgings of my associate to move Rube out so quickly. In hindsight I was not at my administrative best in this matter. There were a lot of things I learned as a result of this experience which stood me in good stead later on.

Urban Affairs Project, 1958

Glaser: What was the Urban Affairs Project that the Federation board approved in 1968?

Weintraub: Could that have been with the Haight-Ashbury?

Glaser: I don't know.

Weintraub: Would the sixties have been the time of the flower children?

Glaser: Yes.

Weintraub: Okay. Then let's say that we decided that we would put a Jewish worker into the Haight-Ashbury in order to urge and convince those needing medical care to go to Mount Zion Hospital for treatment. We had an arrangement with Mount Zion whereby they would treat without asking questions or expressing judgments about drug-taking, social behavior, appearance, and the like. They would take and treat them for any of the diseases which might be floating around the Haight-Ashbury area.

We had a very interesting young woman assigned to the project. She went to live in the Haight-Ashbury and began to relate effectively to those there. We had a lot of referrals to Mount Zion as a result. The project didn't last very long, but at least it was an experiment reflecting interest on the part of the Jewish community in dealing with the problems of the Jews in the Haight-Ashbury.

Glaser: To deal just with Jewish people or the greater population?

Weintraub: Whoever came to her attention. But as an outreach worker she made it known that she represented the Jewish Federation. Mount Zion would accept, as you know, everyone, since it had a sizeable population of non-Jews. I don't know the specific makeup of those who went to Mount Zion as well as to the Jewish Family Service Agency. Most of the clients were very reluctant, as you know, to use any establishment agency. Anti-establishmentism was one of the reasons they were in the Haight-Ashbury in the first place. So our biggest problem was to encourage them to use establishment resources when help was needed. That was the extent of the project, as I recollect it.

XII FEDERATION EXECUTIVE VICE PRESIDENT

Sanford Treguboff Retires

Glaser: In 1970, Treguboff retired and you became the executive director.

Weintraub: No. I became the executive vice president. I was already the executive director, wasn't I?

Changes Made

Glaser: Yes, you were. What was your vision for the Federation at that time? I assume being in charge, there were changes you wished to make.

Weintraub: Yes. One of them was to refine our planning and budgeting process. To move away from the emphasis we had historically of having one group of people sitting down to allocate campaign proceeds, and then a totally unrelated group planning the programs to which these funds were going. Often in a budgeting process dealing with local agencies, critical questions are asked of why certain staff is hired, why specific services are expanded, why an agency did this or that. Whereas the planners may already have answered the questions being raised, but the two processes hadn't been tied together.

Committee of 100 Formed

Weintraub: So one of my first visions, the first steps, and I was thankful that I had John Steinhart then as president, was to merge the two functions into one, and we developed what we called the Committee of 100.

Glaser: That sounds rather unwieldy.

Weintraub: But it turned out not to be. It turned out to be very manageable. It became a process whereby dual functions were assigned to the various subcommittees. If we had a committee on the aged, its function was to help determine whether existing programs were meeting existing needs, whether there were unmet needs to be met, whether the Home for the Aged was viable, whether it was coping constructively in the present market. When allocations time came around, the subcommittee then related the planning matters being raised to the dollars available. I mean, that's not so unwieldy.

The same process was followed in all the other subcommittees. However, we still had two budget committees which were not part of the integrated process. This was the overseas subcommittee dealing essentially with UJA, and the national agencies group, which dealt with national Jewish programs. But they still had to coordinate their recommendations with those dealing with local agencies, and reconcile totality to the number of dollars available for allocation. The process reduced the friction between the overseas and domestic groups and eliminated the need to sit around until two to three o'clock in the morning to finalize budget results. We had to get away from the "we" against "they" approach and eliminate the overseas versus local mentality. I think this tied everything together.

I was anxious also to relate constructively with all local agency executives and to set up a regularized program of meetings, so that we could be thought of and seen as a family working together.

Leadership Development Program

We had initiated in my time, and I consider this one of my early accomplishments, a comprehensive leadership development program. We systematically brought together those with

potential to lead, children of present and former leaders as well as others, and introduced them to the Federation, its functions and purposes, as well as to the local and overseas agencies, and discussed with them their roles in furthering Jewish life.

Weintraub: Out of this evolved the Lloyd W. Dinkelspiel Leadership Award to aspiring young leaders. Out of that, also, came the decision to establish three positions on the Federation Board for those under thirty-five. All of these were aimed at dealing with planning for the future. I wanted while in office to focus on democratizing and broadening the base of leadership involvement.

Capital Fund Campaign

Weintraub: Also, whether this may or may not be vision, during my time we had to put together a major planning process for capital fund needs which led to a very substantial capital fund campaign during my first two years in the executive vice presidency. In fact, when I left, we had raised somewhere between $12 and $14 million and had a lot more to go. But we had a real job in putting together a process of a very major nature, unheard of before in terms of magnitude, and trying to convince some of the big donors that although their intended gifts to the capital fund campaign were substantial, they still needed to be increased.

More on Leadership Development

Weintraub: I don't know about vision, but what I was desirous of doing was improving relationships between the leadership and the rank and file and refining, as I said, the operational processes, as well as the plans for the future.

Glaser: How successful was the leadership development program that you instituted?

Weintraub: It was extremely successful. Many of our future Federation presidents came out of the program--Jerry Braun, Doug Heller, currently president of Federation, Bill Lowenberg. It fed right into our campaign leadership, it fed into our planning leadership. The contributions are found everywhere you look

because the concept made sense. Instead of having leaders come in from the outside without any previous relationship or experience, we set up a process whereby there was not only an educational aspect to the program but also an on-the-job experience as well. Participants were assigned to different agencies to sit on boards, without voting power, but otherwise to participate fully in the agency operations. Many of them, once the training period was over, became regular members of the board. So a lot of what is now viable in San Francisco came out of the leadership development program.

I met with a couple of people in Sacramento the other day and asked, "What kind of leadership development program does your Federation have?" Well, there isn't any. They have a periodic meeting of young people, but that's about it. There's no really in-depth kind of probing with them. And certainly now with the future of Federation and the Jewish community so much up in the air, because of intermarriage and the like, if community after community doesn't start working with newcomers, and with others who aren't involved, they're in real trouble.

Part of an educational process, of course, is exposure to Israel and to missions. But at the time we started the leadership program initially, we had no thought of missions to Israel. That came later.

Glaser: Oh, really?

Weintraub: Oh, that came much later.

Personal Relationship to Lay Leaders

Glaser: Treguboff had a very close relationship to the lay leaders, especially the German Jews.

Weintraub: He had a very close relationship to what was then the leadership, the leadership of the Welfare Fund. Now, remember, before that he was also a professional with the emigré program.

Glaser: Yes.

Weintraub: That's how he came into Jewish work locally. So he had familiarity with and a relationship to many of the leaders who were of Germanic origin.

Glaser: Was it difficult for you to take his place in the relationship with these leaders?

Weintraub: Well, no, because Treguboff never compartmentalized our relationship. Since I was working with the board of directors and with the officers and with the president, I was relating to them at a specific level. And in fundraising I was relating to the same leaders he was relating to, except that his had an earlier and greater depth. My entré to the group, symbolized by Walter Haas, could never have the same depth as his because of their historical and personal relationship. Walter Haas, for example, was one of the group who hired him. So my relationship with a Walter Haas had to evolve professionally out of a working rather than a hiring process. My relationship was different with Peter Haas, for example--my first mission to Israel was with Peter Haas, Sam Ladar, and Nat Landes. Peter Haas was then the campaign chairman.

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Weintraub: In regard to Ben Swig, it may not be an acceptable view but I always thought he was never considered an insider by the in, old-line group. Yet he was very instrumental in helping to raise their giving sights. When Ben came to a fundraising meeting, his gift would alter the giving dynamic and the gifts of others were upped substantially. He was very influential in that regard.

Ben and I had a relatively strong bond perhaps because to some extent we were both outsiders. The matter of being on the outs didn't extend to the kids. The kids were accepted; Mel Swig, Richard Swig, and Buddy Dinner were fully accepted.

What do relationships really mean? I remember when Walter Haas was approached to make a $1 million gift. Rabbi Herbert Friedman, who was then the executive vice president of the United Jewish Appeal, asked that I join him in an approach to some of the top leaders. He and I walked over to see Walter Haas. When Rabbi Friedman asked Walter for a million-dollar gift, I'll never forget the look on Walter's face. It was totally disbelieving. Walter didn't give the $1 million then but he did in a later campaign.

Dan Koshland, who was Walter's brother-in-law, and I had a very good relationship. But you see to them Treg was Treggie. Treg was their person, and you have to understand the difference. I was the professional; Treggie was their person. It was a whole different relationship.

Sam Ladar and I had a very good relationship, but he was very close to Treg. Walter Heller and Treg were very close. Walter and I had a good relationship, but it was different than the one with Treg.

Treguboff had a marvelous ability to relate to the leadership, even with his Russian accent. You'd think it was incongruous in San Francisco for someone with this heavy Russian accent to be that widely accepted by the Germanic leadership. But he was, and he had an uncanny ability to deal with them one to one and not only be accepted but respected as well. It was interesting for me to see this. I would see this at meetings where he would pontificate, because Treg always made speeches--he didn't have dialogues, he made speeches. But they accepted him because they felt he was very knowledgeable and that he was imparting important information to them.

Protests at Federation Offices

Glaser: Let's talk about some of the problems during your administration. I think top of the list would be the Hebrew Academy.

Hebrew Academy

Weintraub: Yes. But also on top of that list would be the radical Jewish students at Berkeley, because they were tied in. They were the ones who came in and picketed us.

Glaser: I thought it was the Hebrew Academy children that picketed.

Weintraub: We had two groups do so.

Glaser: You had two picketings?

Glaser: Let's take them one at a time.

Weintraub: How about the JDL [Jewish Defense League] who broke in and attacked us?

All the picketing may have been related. I'm not sure whether it was around Lipner or not. First of all, our leadership was not fully committed to the importance of Jewish

day schools. We did have a Jewish day school, Brandeis-Hillel, which I think Rabbi Lipner keeps calling Reform, but I never felt it to have been so. In fact, one of their former heads is in charge of Shalom School, the Jewish day school in Sacramento.

So a day school did exist, but I don't know much about their curriculum and don't even recall whether we were or were not making an allocation to them.

Glaser: When you say they, are you talking about Brandeis-Hillel?

Weintraub: I'm talking about Brandeis-Hillel. It was Brandeis-Hillel School, which still exists, you know.

Then along came Rabbi Lipner with his mandate from the movement he represented to set up a school. I remember meeting with him. We always had an interesting personal relationship, a workable relationship. But structurally, in terms of my position, there were problems, one to the other. As is evident even today, he was very aggressive, very knowledgeable in his wants. The community leadership at that point wasn't very accepting of him.

He ultimately did succeed in getting an allocation from the Federation campaign but was dissatisfied with the amount and insisted on more, and the feeling on the part of our people was that the Hebrew Academy not get more.

So he began to picket us. He brought the children in. Not only did he walk them through our office, but he had them picket outside our office building. We were in downtown San Francisco on Bush Street, Bush and Montgomery, the heart of the financial district and a very heavily trafficked area. The children had signs and their voices were loud and compelling. Now, I think he picketed other areas as well, but the main picketing bothersome to us was outside our building.

Our people, John Steinhart, Mel Swig, and Jesse Feldman, were united in their disapproval. Jesse, who was then Federation president, felt that you could not condone picketing as a form of budgeting protest without others imitating the procedure. If agencies were dissatisfied with their allocations, they would go out and picket. This reflected an absence of discipline. When an allocation is accepted, the agency is supposed to "behave." That's the theory. Otherwise, the agency shouldn't accept the allocation. The agency should say, "I'm going out on a separate campaign, I don't want your

dollars, I'm on my own." But the Hebrew Academy didn't. They accepted the allocation and then picketed for more.

I remember when we were budgeting a request from the Hebrew Academy for an allocation while the picketing was going on. Jesse Feldman came into the budgeting meeting and, although a president doesn't normally go to budget meetings, he did attend this meeting. He addressed the group and in effect stated that the Hebrew Academy shouldn't be permitted to get away with pressuring for an allocation through picketing. He recommended that they be cut off entirely and not be given an allocation.

In hindsight, I was not very astute at that point. Had we given the Academy an allocation of any amount, there would not have been grounds for a lawsuit. Lipner claimed that since the Academy was listed as a beneficiary agency in our campaign literature, it was entitled to some amount. Our rules did in fact require that an agency had to be given notice before being denied an allocation. We had not given notice.

So we should have given the Academy something. Professionally, I should have been more aware; I should have told Jesse Feldman, "You cannot, we should not, throw the agency out. Let's give it some kind of token allocation, and then follow up with a notice that we want the agency excluded." And we were sued, with the Academy saying properly that we had listed it as a beneficiary, thus using the agency's name in part to raise money.

Well, we weren't raising very much money from the group identified with the Hebrew Academy, because we knew who the group was. So their name in our campaign literature wasn't much help from the standpoint of fundraising. But he was correct in his premise that we had no right to deny allocation.

We went to court. We were prepared to do battle, but the judge spoke to both parties, the Hebrew Academy and Federation, and said, "If you go forward with this the newspapers will have a field day. You'll be in the press every day, it will do neither of you any good. It will end up costing you a lot more money than the amount being asked for, and I suggest that you settle." We took that as very kindly well-intentioned advice, and we settled. I forget the amount of money we gave the Academy, but that was the beginning of Lipner's ascendancy into the heights where he now resides. There was no more picketing.

Berkeley Students

Glaser: Now, where do the radical students from Berkeley come in?

Weintraub: The radical students from Berkeley were not happy with our allocations in general. They felt we were not giving enough to Jewish culture and Jewish education. They were unhappy with the way we were distributing our funds, even though they didn't contribute to our campaigns.

Glaser: You are suggesting they needed a cause?

Weintraub: Of course you need a cause.

So one weekend in 1971 they came to our office and almost frightened our people to death. They came in with sleeping bags and cooking utensils. They plopped themselves on our floors and desks and took over the Federation. We sent all of our employees home, and the students remained in our office for a whole weekend.

We soon saw at one point that there was some kind of relationship between the group and the Hebrew Academy, because the Academy's president and some of his board members brought them food and open support for their take-over. They didn't do damage to our property, but they did frighten our personnel. We had a number of non-Jews working in the office who couldn't understand what was going on. I think the students may have come in a second time but I'm not sure.

One of the interesting sidelights was that within the group was a male student whose mother was a past president of the Jewish Federation of Los Angeles, and whose father was one of the top donors to the Los Angeles campaign.

I remember going to Israel shortly after that incident, and found myself sitting at a dinner table with his mother, Mrs. Weinberg--I forget her first name, although then we were on a first-name basis. We were both in Israel on a UJA mission. I commented on her son's sit-in and the trouble he and his group caused us. She told me she was very proud of him and of what he did. I thought this was most interesting. So the group obviously had a purpose; they were people on a mission.

Jewish Defense League

Weintraub: Then we had the JDL business. It was the JDL's invasion of our office that caused us finally to bulletproof the reception area leading to our offices. Those wanting admission had to go through a screening process with the entrance to our offices electronically controlled by the receptionist. On that day, though, they burst into my office unannounced while I was in discussion with Miriam Weiss, who was the head of our computer records department. She was a Holocaust survivor suffering the results of TB of the spine, and one who always walked with a limp. They burst into my office, picked me up bodily and threw me out. They picked her up and threw her out.

Glaser: Were either of you hurt?

Weintraub: Except for bruises and embarrassment and humiliation, we were okay. But they took over and locked the door of my office and proceeded to break open my desk, remove its contents, and throw all my papers out the window. So everything I had in my desk of a confidential nature was now strewn all over Montgomery Street. We couldn't get them to leave. Finally, in consultation with our attorneys, we called the police. The police actually had to break in the office door to get them to come out. They were taken to jail.

Glaser: What was the reason for their doing this?

Weintraub: What was the reason for the JDL breaking in? They didn't like our allocations.

Glaser: All of the allocations, or one in particular?

Weintraub: Well, for one, JDL wasn't partial to the establishment. Correct?

Glaser: Yes.

Weintraub: I don't exactly know what their reasons were; my memory is very hazy. All I know is that it was a vigorous protest. I don't recall what they were looking for, but they were very destructive.[1]

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[1]The break-in by the Jewish Defense League occurred in 1975. Their complaint was the method of electing Federation board members.

And we went to trial on that one. Supporters of the JDL throughout the country tried to pressure us by telephone to drop charges. Some of the calls came from very well-established lay Federation leaders. I recall very specific calls from several members of the community relations committee in Philadelphia and from similar bodies in other cities. We refused to drop charges mostly because of the damage inflicted on us and on our office and because of the ugly way they came at us. The way they had taken Miriam Weiss and thrown her--this was truly a venomous act. This was not a friendly takeover in the manner of "Move over, we're taking over." This was a deliberate act of aggression and Roger Pavlov, leader of the group, was at no time contrite. His parents were active socially in San Francisco and they succeeded in getting one of the Hallinans to represent them. At the trial, the defendants and the parents acted as if this was a big joke. Do you know the name Hallinan?

Glaser: Surely.

Weintraub: They were represented by Hallinan, and an assistant D.A. represented us. The trial lasted about a week, and they were convicted. I believe they got thirty days. That was the last time we felt safe in our office. We never knew when it would happen again.

Shelley Fernandez

Glaser: Another problem that you had was that Shelley Fernandez claimed the Federation was not meeting the needs of the Jewish elderly poor, mainly in the Tenderloin District, I believe.

Weintraub: I remember Shelley Fernandez, and I remember having a meeting with her. I remember her carrying a tape recorder. I think I was with Sam Ladar, our attorney--or perhaps with Jesse Feldman. We refused to meet with her with the recorder going. That I do remember. Shelley was a nongiver who didn't contribute to the Federation campaign.

I don't remember the specific issue, but at that time we were surrounded by a considerable amount of activism. I don't recall her specific complaint, but we were being bombarded on all sides by people critical of our policies. If her focus is upon the Jewish aged poor, I don't know where she was coming from. Because we had a Jewish Family Service Agency serving all in need no matter what their ages. We had the Jewish Home

for the Aged; we had Pinecrest Group Residence; we had a whole process of dealing with the Jewish aged. We had Jews in Laguna Honda, the county institution. We had about thirty-three in Laguna Honda who had been admitted as indigents. I remember we tried to convince them to leave and enter our Home for the Aged, and they refused. They were content where they were.

So I don't know what she was after, but I did know she was a thorn. The ultimate result of the activism surrounding us was a move to elect to our board a petition slate.

Glaser: Was that part of her action?

Weintraub: I don't know whether she was part of this--the petition movement; it was mostly Lipner and the Hebrew Academy group. I don't know whether they were aided and abetted in this by the radical Jewish students, nor do I know how Shelley Fernandez comes into this. She comes in and out of our picture very quickly; there is no staying power there.

Glaser: I remember seeing her name in the papers over and over again in that period of time.

Weintraub: Yes, but not necessarily in matters involving the Jewish community. She was an activist using herself mostly in the general community. She was not an important force.

XIII LAY AND PROFESSIONAL RELATIONSHIPS

Pressure Placed on Professionals

Glaser: You said terrible things were beginning to happen?

Weintraub: Terrible things were beginning to happen. I'm talking now about what I saw happening to professionals in the San Francisco community. One of the reasons I decided that San Francisco was where I wanted to work was a result of my eight years experience with the Council of Jewish Federations. Knowing much about the cities I served and the experiences related to me about other cities throughout the country, I was taken with the fact that the San Francisco leaders were warm, friendly, and hospitable and that they treated professionals as professionals. As they would respect the physician or attorney for his professional skill, so would they respect a Federation employee. This encouraged me to stay in San Francisco and take the assistant's job with Treguboff.

I set aside certain negative signs which later assumed disturbing significance. I remember when I was still with the Council of Jewish Federations, and my headquarters, as you recall, was San Francisco. My office was on the same floor with the Jewish Committee for Personal Service, whose executive was Elsie Shirpser. That was the first time I saw how vulnerable an executive could be to the heavy hand of an important lay person. She was fired through such a heavy hand which again shows up in a later matter affecting the Emanu-El Residence Club.

At the request of the Community Chest, we were reviewing the Emanu-El Residence Club in terms of its continued validity. What was its purpose, was its purpose still in force, was its program an anachronism? Bob Forman was then my planning assistant; and we were working on this project together. We

had a lot of questions about its present-day need. The agency's executive was Mary Michaels.

While we were in the middle of the study, we were visited in our office by a husband and wife, lay people, who told us as directly as possible that they were concerned about what our study process would conclude in terms of the club's continued existence. They, and others, they said wanted the club to continue functioning and for the executive to stay on the job.

It did not materially affect our recommendations, since we had about concluded that there was validity to the agency and it should not be closed. But I had not expected such subtle pressure to be put on us so early. And this by top leadership. I don't want to name names, but they do surface throughout my entire stay in San Francisco as well as my final exit.

This was by way of a digression, but I had begun thinking of what had happened to a variety of professionals, the executive heads, during my time at the Federation. For example, Mount Zion Hospital had Mark Berke as its executive, and I think I've talked about him before. He was a very lovely, very devoted person.

His successor was Jay Yedvab. Jay Yedvab was a totally different kind of person. He stirred things up by exposing the serious financial problems facing the Hospital, matters which previously had been swept under the rug. He angered the medical staff by openly naming the few who dominated the use of hospital beds.

Glaser: Are you talking about Mark Berke or Jay Yedvab?

Weintraub: No. Mark Berke had died and Jay Yedvab succeeded him. So a decision was made to terminate Jay because he was a political liability. He had upset the tranquility of the hospital.

During the same period, some at the Bureau of Jewish Education decided they didn't like the assistant director, Rabbi Jay Krauss. I remember talking to the executive, Bernie Ducoff, while this was going on and advised him that if he did not intercede and support his assistant, he would regret it. And sure enough, the same people went after him shortly thereafter and Rabbi Ducoff became just a memory.

The same thing almost happened to the then-executive of the Jewish Center, Morrie Levin, who came into my office one day a totally defeated person pleading to see if I could make a job for him. He had been the Center executive for a good

many years, and a number of his powerful lay leaders, led by his president, were out to terminate him. Fortunately, he had an even more powerful lay leader go to bat for him and save his job.

Earlier I saw this happen in another agency, in Homewood Terrace. Ben Bonapart was an old-line executive of the agency and a decision was made to get rid of him. The process was ugly. I remember insisting on meeting with the president and Bonapart around the subject of drafting a newspaper release to explain his leaving the agency. The president refused to put a face-saving spin on the release under the pretext of honesty. But I won the day, and a compromise was reached which helped Bonapart save face.

So things were happening which made me wonder whether I had properly evaluated the leadership of the community. I was beginning to see an ugly side, something I had not anticipated. The ugly side remained firm throughout my remaining stay in San Francisco.

The Necessity for a Power Base

Glaser: Lou, you make it sound as if an executive has to be concerned not only with the running of his agency but of doing politicking so as to have a power base.

Weintraub: Of course. That's a basic principle. In Jewish communal service, that is a prerequisite, the power base. If you don't have a power base, you're dead. You're dead, no matter how effective you are, how thoughtful you are, how able you are. If you don't have a power base, you're vulnerable to being replaced by someone with a power base who wants your job.

One of the things I emphasized in consulting with professionals was their need to have a power base.

One of the things Treguboff had was a power base. Treguboff, whenever he felt threatened, if he heard any criticism of him, would confront the source immediately, and then meet with his leadership to gain their support. He was always in tune with his power base. This is so essential when working for the Jewish community.

Glaser: Perhaps this sounds naive, but does it mean that one has to be hypocritical in establishing these make-nice relationships?

Weintraub: I don't know whether it's hypocritical, or just being realistic. Maybe it's just a fact of life. Maybe there's no such thing as purity in what we do. Maybe the social work part of us has to take second place to the P.R. part of us. I don't know. But I know an essential ingredient in the success of an executive is having a power base.

Let me give you an illustration.

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Weintraub: When a Federation group seeks to hire an executive, it is fairly common to hear from them that they're less interested in finding someone to handle the day-to-day operations than one who looks and talks like an executive and can be persuasive in dealing with the Jewish and general community. One of the strongest characteristics of my successor, Rabbi Lurie, was his ability to know where the money was and to make that his power base. He knew how to deal with and relate to the top-giver group. That was the source of his strength, not the ability to manage the day-to-day operations of the Federation. He's now the head of the UJA, as you know, because of his fundraising skill.

The fact that he had no social work experience, that he knew little about any of the local agencies and their operations, or about many of the things we did collectively--that didn't matter. He could always hire planners, he could always hire fundraisers. His strength was his connection to the top givers.

As an aside, and speaking to the subject of realism, I remember when I was seeking a campaign director. One of our leaders, Melvin Swig, was pushing for me to hire someone from the American Jewish Committee who he liked. This person had ability and I interviewed him. But he wanted more money than I felt we could afford, more money than I was paying our number two person, my associate director, who I felt should be the second highest paid.

So I reported this to one of my leaders, who was not Mel Swig but someone else that I respected and admired. He said, "Structure isn't important. In my business we pay our best sales people more money than we pay our vice presidents because sales bring in the business. And if a campaign director will bring in the money, he's worth a salary higher than that of your associate director." But that's not the way I felt I should operate. I might have a happy campaigner but a very

unhappy associate who I had to depend upon to run the entire organization in my absence. They didn't see it that way.

And in hindsight, they were probably right. If your principal function is to raise money, you get the best fundraiser you can afford and not worry about how his salary fits in with the salaries paid other staff. Of course, you might get to the point where his salary is higher than yours, but that's of no matter if fundraising is king.

So yes, the politics of the job are extremely important. In any Jewish community, the assumption is that you belong to them not only during the day and when you are in your office, but on the outside as well. Your wife is a factor in your job. How you relate after hours, as well as socially, is a factor in your job. And San Francisco was no different. I've had a lot of experience since, working with the United Way, as well as with the American Red Cross. There, you're your own person outside of working hours. And if you don't relate socially, it's of no importance. But if you're doing your job effectively, that's what they rate you on.

But not the Jewish community. Maybe because the emphasis is so greatly on fundraising. Maybe it's because they feel you cannot go to somebody for major gifts if he doesn't know or relate to you socially. Just citing needs to be met doesn't move the donor as well as a solicitation in a social setting.

That's why we say often that if there are newcomers to the community who are assumed to be capable of major gifts, it pays to cultivate them. Even if it takes a year to get this person to the point where he is ready to make a good gift, it's worth the time spent in cultivating him. Meet with him, cultivate him, deal with him. What's this got to do with social work? Absolutely nothing. It has to do with bringing a person to the point where he can contribute generously. That's all part of the job.

A Staff Problem

Glaser: I want to bring in a name at this point, because I think it fits in here: a man named Nappan?

Weintraub: Hal Nappan. Yes.

Glaser: Was he part of this power base?

Weintraub: No. Hal Nappan was one of my big mistakes. Hal Nappan had been a fundraiser with Brandeis University who I would meet periodically at national meetings. He was a likeable person.

At one point, I was looking for a campaign director, and he learned of this at a national meeting and urged that I hire him. I was so anxious to fill the job that I hired him. He was a very ambitious person. Not long into the job he began to behave strangely. Negative stories about me began to circulate and I couldn't track them down.

Then one day several members of the campaign organization --Nat Starr, Seymour Kleid--came to me and said they were very uncomfortable because they had been at campaign meetings with lay people where Hal Nappan had consistently been making derogatory remarks about me.

It was a problem and this was affecting morale. Other things had been happening with Hal Nappan of a similar nature and I had about decided to let him go. But my then-president, Jesse Feldman, felt he didn't want me to get a reputation, particularly after the Rube Bennett matter, as someone who couldn't get along with campaign directors. So he decided to do the firing himself and I acquiesced even though procedurally it was not the function of a lay person to fire a member of my staff.

We were together in Jesse Feldman's office when he fired Nappan. There were no repercussions similar to the Rube Bennett thing, because Nappan had no support base. Even among his own staff, there was no support. On the Rube Bennett thing, there was sympathy and a degree of support. Not so with Nappan.

XIV ISRAEL

Community Response to War Crises

Glaser: Let's talk about Israel. What was the community's response, first to the '67 war and then to the Yom Kippur war? Because both of these brought on crises for fundraising.

Weintraub: Right. Well, the Six-Day War brought an unprecedented response from the Jewish community. I remember coming in night after night, and day after day, opening up the envelopes with the pledges streaming in unsolicited at the time of the war. It almost seemed as if gifts were coming in out of the woodwork. We were getting checks from people we had never heard of. This helped us develop a very big donor list; everyone seemed to be coming together out of fear that Israel would be crushed. The response was fabulous. I don't remember how many dollars we raised, that's part of the record, but the community response was fantastic.

Support for the Council for Judaism had already been laid to rest by then. Only a few of the die-hards still resisted giving. But the response was unprecedented, and as I've said, I still have the memory of coming in on Saturdays and Sundays when we were never open normally, to help in processing, processing, and processing the mail that came pouring in.

The mail was not the only response. Our regular donors who had contributed appreciably to the regular campaign came through with further gifts. And the same pattern was repeated during the Yom Kippur war.

Our overall fundraising results were very modest prior to the Six-Day war. I still remember a campaign chaired by Marcel Hirsch where the entire appeal was done by mail. But with the passage of time and the increasing recognition of Israel's need

for help, San Francisco joined the rest of the country in outpourings of generosity. Ultimately it became one of the top fundraising communities in the country.

The unprecedented response was in no way related to whether the leadership was German or East European in origin; there was a single response, a community response. And don't forget that the top leadership, the Haases, the Swigs, the Koshlands, and others, responded to the Israel appeal not because of ideology but because they felt a commitment to meeting the needs of Jewish refugees who needed their help to survive.

Missions

Glaser: Would you talk about the missions to Israel, how effective they are, what they accomplish?

Weintraub: We had several types of missions. We had the UJA missions, where you tied into a national mission. You became part of the national program, where they took you through what should be seen and experienced in their view, and then made your contributions at a dinner meeting in the Knesset.

There were also the community missions. In some sense, San Francisco was a pioneer in the concept of the small mission. Treguboff produced one of the first small community missions to Israel.

Glaser: What do you mean by small?

Weintraub: Three, four, five of the top leaders. Oh, yes, I went with four people.

Glaser: That really is small.

Weintraub: Oh, yes. I went with four people. I went with the campaign chairman, Peter Haas, with Sam Ladar, and with Nat Landes--four of us went.

Glaser: Was there a reason for having it small?

Weintraub: There was a reason. It was a natural reaction to the large, wholesale indoctrination missions which were traditionally taking place. At the same time, UJA was sponsoring prime minister's missions, constituting a four-day stay in Israel.

To be on this mission, a minimum gift was required, and usually you were supposed to include your campaign chairman and leadership of this sort. So we would send three or four people on a prime minister's mission, and that included the chairman, the executive, and several others.

Glaser: Does that mean that you meet with the hierarchy in Israel?

Weintraub: Oh, yes. In all of the missions, at least some of the hierarchy. Even with small missions they would produce either the head or the number two head of the Jewish Agency. Not always did you get to see the prime minister. In a UJA big mission, you would sometimes have the head of military intelligence or the commander of the air force, and occasionally Israel's president or prime minister. Always at the UJA mission, a national mission, they produced the top echelon. It was always effective, and for first-timers, a tremendous experience.

At all missions, solicitation usually takes place. We call it bus solicitation. Whoever does the solicitation has a card history of the donor's giving. Usually, the donor will be solicited in the back of the bus. He'll be solicited on a helicopter taking him to the Sinai. There are so many ways to solicit those on a mission while in Israel.

And then there's always the big card-calling event at the Knesset. I remember being on a national UJA mission when they called cards. I remember I was with Doug Heller and Donald Seiler. I think Doug Heller was the campaign chairman and Seiler had a top campaign spot. They called the card of Irving Bernstein, the then-executive vice president of United Jewish Appeal. He announced $13,000. I still remember the figure, because it prompted me to pledge the same amount even though his salary was considerably higher than mine.

I found that I was not impervious to having my own giving influenced by group solicitation. This happened in Israel. It also happened in San Francisco where at a meeting addressed by Herb Friedman, my wife and I were convinced to double what we had previously planned to give. In San Francisco as well as in some other cities, you're part of the crowd, you're part of the group. The executive's card is called along with everyone else in the group.

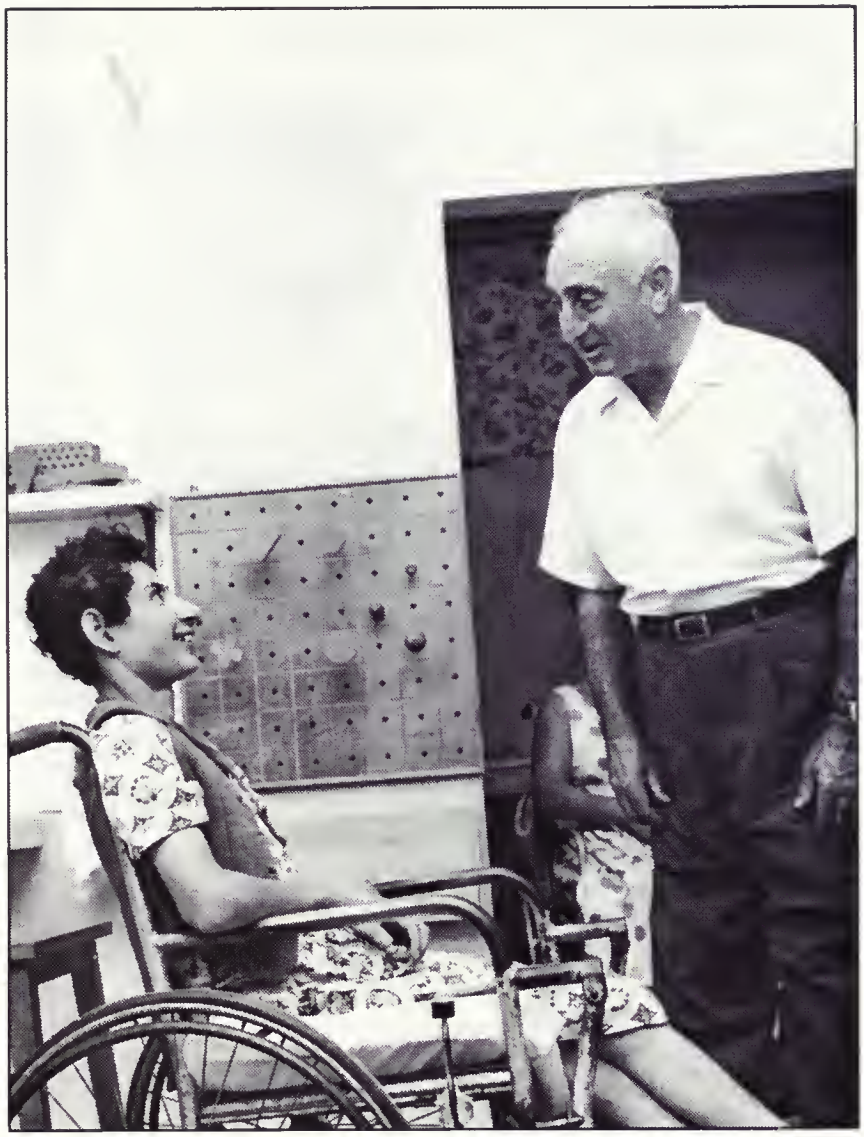
Glaser: I thought in San Francisco they did not announce, that they felt that was rather gauche.

Weintraub: We always had card-calling, and tough card-calling in fact. Top donors were not excluded. You might hear a half-million dollar announcement as well as announcements of lesser amounts. We did card-calling at all of our events of any sizeable nature. Every major event of $1,000 and up had the card-calling feature. Although we never publicized a contributors list, we always called cards.

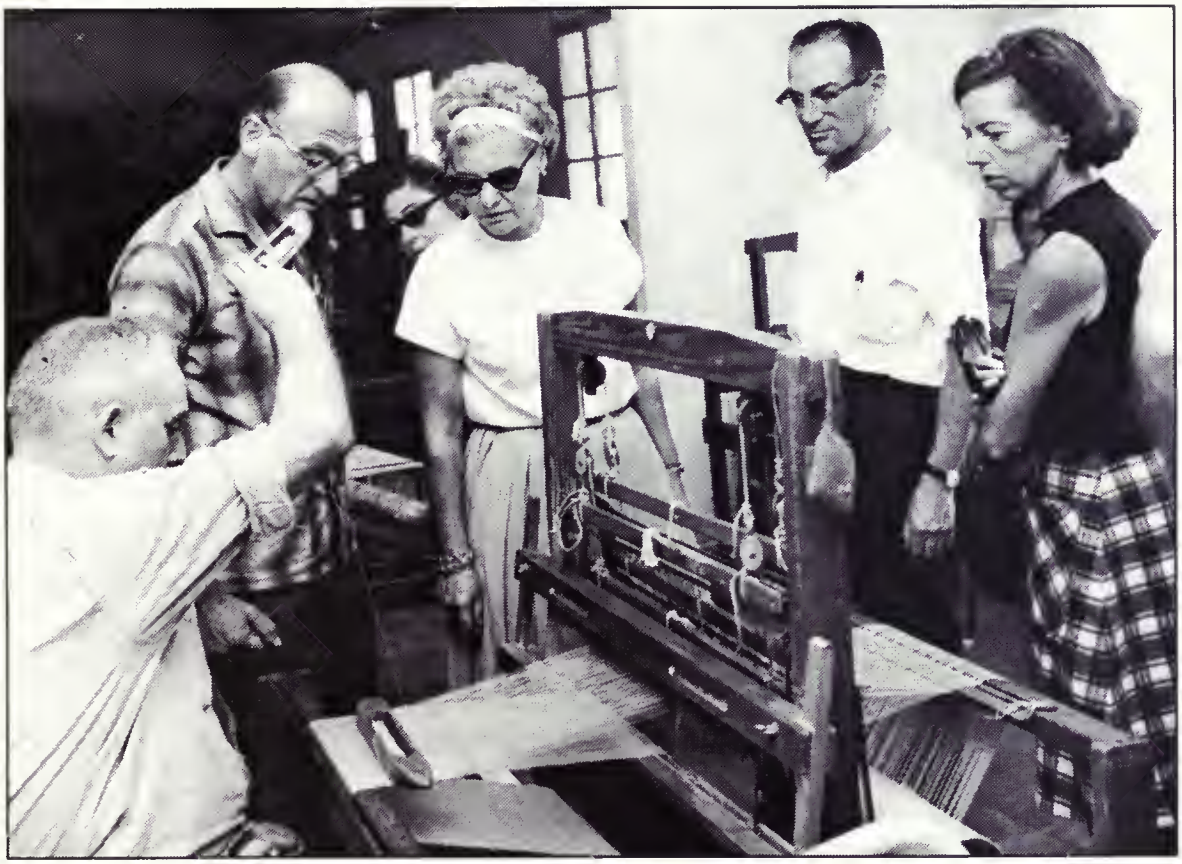
Glaser: Well, that will lead us into our next discussion, which is going to be fundraising the next time we meet.

The 1963 study mission to Israel in an audience with Pope Paul VI. In the group are Rabbi Herbert Friedman, Nat Landes, Sam Ladar and Peter Haas.

Louis Weintraub during the 1963 study mission to Israel.



Sam Ladar during the 1963 study mission to Israel.



At Malben-Makane, 1963. Peter Haas and others watching an elderly man weaving.

Franny Green (profile, left), and Louis Weintraub (right). 1966 study mission to Israel.

Left to right: William Green, Louis Weintraub, Dr. Abe Bernstein, Bud Levitas. 1966 study mission to Israel.

Richard Swig at the Wailing Wall in Jerusalem.
1974 study mission to Israel.

Richard and Cissie Swig (left).
1974 study mission to Israel.

XV FUNDRAISING

[Interview 4: November 17, 1994] ##

Annual Campaign

Glaser: Let's talk today about fundraising. What was your role in the campaigns and in the capital fund drives? There were two of them, one 1960 and 1974.

Weintraub: In 1974 I was completely in charge, because I was the executive vice president. In the previous one, I was the executive director. Are we talking now about the capital fund or the annual campaign?

Glaser: Let's talk about the annual campaign first.

Weintraub: The annual campaign. I don't recall when we initially hired our campaign directors, but certainly before that time I worked with the executive vice president, the number one person, Treguboff. In the planning as well as the operational aspects of the campaign, executive staff always handled the advance gifts, the top gifts, and left to the rest of the campaign staff the other parts of the campaign. Even when we had campaign directors, we very rarely delegated the advance gifts piece of the campaign to them. They always had the below-the-advance gifts responsibility.

So we would develop the campaign plan and organization, set a time schedule and a tentative goal. We would work with the chairman of the fundraising committee to secure the campaign chairman and then with the campaign chairman to get the remaining campaign leadership. We would work with the campaign leadership on all the details associated with campaigning--rating and assignment; getting the proper match of workers to prospects; overseeing the campaign events; monitoring campaign progress; and so on.

Glaser: Did you have telethons in those days?

Weintraub: We had telethons. It was mostly the one-day telethon feature, and intended primarily for the smaller giving group. In our Federation, and I forget the exact statistic, but approximately 5 to 10 percent of the donors contributed 85 percent of the money. So our focus, at least the executive focus, was on the top donors. The remainder of the campaign we left to the campaigners, the campaign staff. Anything relating to the telethon, any type of small donor solicitation, we delegated to the rest of the campaign staff.

We handled the big givers parlor meetings. Trader Vic's was a traditional advance gift event and we handled that. As I recall, our major gifts solicitation was generally in the form of pacesetter meetings held in private homes. This would culminate in the major event, a Trader Vic dinner, black-tie and open solicitation.

Below advance gifts, we supervised, monitored, and saw to it that the remainder of the campaign ran effectively.

Glaser: But is there a feeling that it's worthwhile putting the time and effort into the smaller givers? Because you might be encouraging them to participate more in the Federation and perhaps increase in later years as they're capable.

Weintraub: That's the theory. The theory is that at any point in time a small donor can become a big donor. So you just don't discard the rest of the campaign because it doesn't produce.

Glaser: You say it's a theory. But did it work out in practice?

Weintraub: Yes, of course. Not all of the small givers always become big donors, but a number do and this justifies the amount of time as well as the salaries devoted to a piece of the campaign which raises so relatively little.

You never know. I remember that every so often a large gift will appear from someone whose whole history is that of making small donations. You never know where a large gift may be coming from at any given point in time. So although you lend your major effort to the major giver, you still see to it that as much coverage as possible is given to the donor group below.

In the early days we did only direct solicitation. We rarely used mail, we didn't use telethons. That came later. One-to-one solicitation began to diminish first because we

could not recruit enough workers to canvass the entire campaign, and second because telemarketing came to the fore. It was relatively easy to get solicitors for a one-shot event, but difficult on an annual basis--give solicitors cards, do follow-up, keep encouraging them to cover their cards and bring in the money. This took time and effort.

Glaser: Would you talk about the various professional divisions and how they operated? For instance, you have the Doctor's Division, the Lawyer's Division, etc.

Weintraub: That was all business and professions.

Glaser: Right.

Weintraub: That was all in our campaign, it was then below the advance gifts. Now, I don't recall whether the advance gifts were $1,000 and up or $10,000, I forget which. But I think $1,000 was a good cut-off point. Below that, the campaign was organized along business and professions lines; we had the accountants, the attorneys, physicians, dentists, and so on.

But even that grouping became archaic after a while because people in San Francisco didn't relate by professions as much as they had in the past or in some other cities. Often they related socially, often they related in terms of dollar groupings, and often it would be more effective to solicit people in dollar categories, like $100 to $500, $500 to $750.

For example, when we had parlor meetings, we very rarely had parlor meetings on the basis of trades and professions. We geared them to ability to give: on what the donor's last gift was, what we wanted from him this year, and then what we had rated him for.

Women's Division

Glaser: Would you talk about the Women's Division?

Weintraub: What shall I say about the Women's Division, except that it was very effective. As you may know, in most instances they were not welcomed too warmly early on. It was thought that their gift would take away from the male gift, that the total gift would be the same, just divided between the two. As it turned out, the woman's gift was indeed a plus-gift. As the leadership began to recognize their importance, women's role in

campaigning was encouraged, not only in terms of their individual giving but because of the campaign atmosphere they created, the enthusiasm with which they involved themselves in meetings and events, and the positive influence they had on their husband's giving.

We not only had an annual women's campaign, we had a Women's Division, which had a year-round function--education, information, agency visitations, and the like. Each year, it was the Women's Division which put together the annual women's campaign and selected the campaign leadership. It was undeniably an important aspect of the overall campaign. It meant a great deal to us, and every now and then, as you know, it produced a Federation president.

Glaser: Yes.

Weintraub: You know Frances Green was our first campaign chairman and a first-time female president of Federation. Her growth to the top started with her involvement in the Women's Division, then in the Women's Division campaign, and finally the general campaign.

Glaser: And I think the Women's Division introduced group dynamics.

Weintraub: They pioneered group dynamics, that's correct. They not only initiated it in the Bay Area, they took it with them on the road. They took it to other cities. Some of the Sacramento leadership recall how Franny Green, among others, came to Sacramento and taught them solicitation through the process of group dynamics.

Glaser: Was that effective?

Campaign Solicitation

Weintraub: Very effective. The central thesis was to explore with people why they resist giving, why they hate asking for money, why they dislike working on a campaign. And to help them get past these feelings so that they can become comfortable both in asking others for money as well as in giving money themselves. And of making all of this into a fun process.

Glaser: Fun?

Weintraub: Oh, sure. Raising money is fun.

Glaser: Really?

Weintraub: Absolutely! Raising money is a simple process. You just sit with someone and ask that person to give. That's a lot easier than convincing someone who to vote for in a campaign. All you've got to do is affect their giving habits, convince them that the cause you want them to support is meritorious, that they have a stake in that cause, and they're important to it because their gift can do much to influence the gifts of others.

Glaser: But I'm surprised you consider that easy.

Weintraub: It's easier than sitting down and writing a paper. It's easier than trying to determine how much of an allocation an agency should get and how that agency fits into a total budget. It's easier than deciding on a community program for caring for the aged. It's a lot easier than many of the things Federations are called upon to do.

Glaser: That's a whole different viewpoint.

Weintraub: I'm just saying, when you relate it to other things that you do in Federation, which require concentration, which require knowledge, which require careful presentations, campaigning is generally a quick in-and-out thing. When you want to cultivate a major giver, a giver who's giving perhaps $40,000, and you hope that giver can go to $1 million, not necessarily in one year but over a period of time, you should be prepared to work with that person over a considerable length of time to get that person to $1 million. This becomes long-range. It's a cultivation process and involves trying to influence a donor's thought processes to the point where he becomes comfortable in even thinking of money in those terms. That's a different aspect.

But most campaigning is day-to-day and not long-range. You are out to convince the $100 or $500 giver to increase his gift somewhat and to assure him that his gift won't cause economic suffering to himself or family.

Running a Successful Campaign

Glaser: What makes for a successful campaign? What are the elements?

Weintraub: Oh, I don't know. One of the elements of a successful campaign is to have donors who have the potential and willingness to make good or credible gifts. Without that you can be the best campaigner in the world and have the best-organized campaign, but if the capacity for giving isn't there you're not going to go very far. Sacramento, where I now live, is an illustration. It always will have difficulty raising a respectable amount of money because it just doesn't have leadership with the ability to give maximum sums.

San Francisco is very lucky. First of all, we had several families who were enormously wealthy and could, if convinced to do so, be pace-setters. So what makes for a successful campaign, is that your question?

Glaser: Yes.

Weintraub: One is, as I say, having the donors capable of giving. Having donors who are interested in the projects or causes you are raising money for, or who you can convince to be interested. Then, to find the kind of leadership who will give time to the campaign, who have the ability and willingness to give well themselves and therefore serve as an example and an influence to others to work and to give.

Then it's important that you set up the proper campaign organization: determine what you're going to do in terms of events, how you're going to solicit, what the campaign message is to be. Then it's a question of sitting down methodically to go over the entire donor list, rate each person in terms of the gift potential, what he should be asked for. And who specifically should be assigned to get each gift. It's very easy to sit down and say what somebody else should give. The tough part is getting the right person to do the solicitation. So rating and assignment, to me, is the core of a successful campaign.

And then the implementation and the follow-up: getting organized, getting a crew of workers to go out and solicit, making sure that the workers don't sit on the cards but go out and solicit quickly.

Glaser: Who were your most successful campaign chairmen?

Weintraub: Bob Sinton I think would be one. Peter Haas would be one. Mel Swig would be one. Who else, I don't know. I'd have to think about that. You know, we once had a team of Marshall Kuhn and John Steinhart. They ran a very successful campaign. That was in one of the early days.

Glaser: At that time was it normal to have co-chairmen?

Weintraub: No, it was very abnormal. But what we had was a combination where Marshall Kuhn didn't have the capacity to really give or influence top donors. John Steinhart had a name and a leadership position, but he didn't have much campaign experience. So one complemented the other. We put the team together and it was very effective. But generally, no, it's the single campaign chairman type that we've found most effective.

Interestingly enough San Francisco has, unlike some other cities, people who are eager to become chairmen. In fact, we had the requirement--it was never written down--but there was an understanding that you had to give X number of dollars before you could walk into the chairman's chair. One person comes to mind right now, who by dint of hard work, effort, and interest, had really earned the job of campaign chairman. He was approached but when it was indicated what his minimum gift would have to be, he felt it was more than he could handle. He didn't become chairman.

This was not a requirement promulgated by staff; it was something the lay leaders wanted. They felt that the campaign chairman had to show the way and to lead by example. Even if it meant giving at a sacrifice. Somehow, it worked.

Glaser: Was the campaign chairmanship usually seen as a stepping stone to the presidency?

Weintraub: It was not seen as a stepping stone, but often as a prerequisite. That is, very rarely could you become president if you had not been chairman of the campaign.

Glaser: In other words, it was not written in stone, but it was--

Weintraub: It was not written in stone. Doug Heller, who just became president of the Federation, was campaign chairman back in my time, in the early seventies. So look at the span of time it's taken for him to get to the Federation presidency. Generally the feeling was that unless you had fought in the trenches as campaign chairman, you didn't establish the kind of identity for leadership that was deemed essential. Now, this isn't necessarily true of every city, but it was so for San Francisco.

Campaigning for Agencies

Glaser: Currently, it seems as if the agencies have their own fundraising campaigns.

Weintraub: Supplementary.

Glaser: Was this permitted when you were the executive director?

Weintraub: No. They were permitted to have membership campaigns. If they had a membership, they could appeal to them for supplementary funds. Some of the agencies therefore developed memberships, associates or affiliates, so that they could campaign. But generally our position was that you take your internal income and add to it your subventions from United Way and Federation and live within that budget.

Now, at some point, and if so, it was after I left, they began to get into the business of providing a match between the agency's needs, the Federation allocation, and what the agency felt or demonstrated it could raise. I don't really know to what extent the agencies do raise money. I mean, how much does a Center raise in an annual campaign?

I took a look at the 1993 allocations of Federation, and I saw an enormous amount of dollars going--of course, they're raising a lot more dollars--but an enormous amount of dollars going to local agencies that in my time were hardly getting this kind of money. So if they're getting that kind of money out of the campaign, and in addition are raising money on their own, they must have substantial budgets they never had in my day.

But no, our position was that you accept the discipline of the Federation if you wanted to be a beneficiary. Federation beneficiaries could not campaign to finance deficits. They could secure memorial gifts; they could encourage contributions to their endowment funds.

XVI FEDERATION AGENCIES

Popular Agencies

Glaser: Which were the agencies that were the most popular and why?

Weintraub: The most popular? You mean locally?

Glaser: Yes.

Weintraub: I would say that the Center, and why would be that many of the Federation leadership came out from the Center, the early leadership. Lloyd Dinkelspiel, Walter Heller, Bob Sinton, Robert Levison. They came into the Federation from the Centers and Jewish Welfare Board. The same could be said of Mount Zion Hospital. Mount Zion Hospital was a prestige organization, and its leadership and the leadership of the Federation were very close.

Glaser: Why was it prestigious?

Weintraub: Because Jewish hospitals always were and are. Board positions on Jewish hospitals are in tremendous demand.

Glaser: Why?

Weintraub: Why do people want to be on boards? Because they think--

Glaser: No, on the hospital boards specifically.

Weintraub: Because they feel that hospitals first of all are essential enterprises and that you know clearly what they do. At any point in time you may become a patient. You may not use the Center, you may not use the Family Agency, you may not need a foster home, you may not need a home for the aged, but you always need a hospital. People will always need doctors.

That's one of the reasons, basically. And who besides patients use hospitals? They're physicians, they're people that you go to for help, and they're people who you may relate to socially. It's not like a social welfare agency where you may never see the clients, you may never see the case workers. You can be reasonably sure you will make personal use of the hospital at some time in your life.

I would say that Mount Zion Hospital could always command outstanding leadership. People wanted to be on that board. They didn't necessarily want to be on a Family Agency board. They may now, but not always did they want to be on the Home for the Aged board, or Hebrew Free Loan board.

In the old days those who were presidents--the Lou Brounsteins of the Home for the Aged; the Jean Jacobs of Homewood Terrace; the variety of people who were presidents of the Family Agency--were usually not in the same social and economic milieu as some today may be. Now, you see past presidents of Federation becoming board members of local agencies and an agency like the Home for the Aged becoming prestigious in terms of leadership.

The revolving door principle hasn't seemed to hit the Jewish Community Centers. While Center leaders would migrate to the Federation, I don't believe the reverse is true. A Franny Green might move from the presidency of Federation to the presidency of Hebrew Free Loan, but I don't know of a past president of Federation become president of the Center.

Agency Executives

Glaser: In your day, which were the better-run agencies?

Weintraub: They were all well-run local agencies. We had a Jewish Family Service Agency headed by David Crystal, a superb agency. Mount Zion, with Mark Berke and then Jay Yedvab, was a superb agency. The Home for the Aged under Sidney Friedman was an outstanding agency. It was a model for the rest of the country.

Glaser: You make it sound as if to the greatest extent it depended on the administrator, the professional.

Weintraub: To a great extent, they're the people responsible for the day-to-day operation. How does an agency achieve importance, validity, success? By a combination of good lay and

professional leadership. But how do you get good lay leadership? Not by gravitation. If you've got a bad executive, you're going to have bad lay leadership, and vice versa. So when I say an agency is a good agency, it's operationally good. Look, if you have an executive who's been there one year, two years, ten years, fifteen years, it's rarely a board having the same tenure.

So that's why I give high marks to the agency executive, because he's there operationally. He's on the front line. He's the one who first has to deal with the board, see to it that the board is a good one, a board which understands programs and objectives as well as implementation, can be worked with effectively and whose policies are in the best possible order. And policies result from the services being rendered and the needs which are unmet. Programs as well as unmet needs are brought constantly to the attention of the board, and the board to be effective has to make changes to be in accommodation to the new needs to be met. So it's the lay-professional combination which determines how well the agency is run.

You asked me who were the outstanding presidents of each of the agencies: I don't know because I didn't work with them. You have to ask each of the agency executives which was their best. Where effectively the agency had purpose, movement, and meaning, you had a good executive, and the good executive had a good board. That's how it worked. If you had a bad executive, you had a bad board, and vice versa.

Relationship with Federation

Glaser: You raised a point in point in passing that I wanted to ask you about: when you were the executive director, what was your role vis-a-vis the agencies?

Weintraub: First of all, we had a planning role with the agencies. We had a social planning process year-round, where we dealt with the services being provided, and the needs in the field: those dealing with the aged, children, families, health care, and the like. We had regularized meetings with the agency executives. We dealt with the problems as well as the accomplishments of the agencies on a consistently regular basis. So they were my colleagues and we worked together, programmatically and otherwise.

We related to each other in various ways. I would be seen one way in the planning process, and another way in the budgeting process.

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Weintraub: Although we were colleagues and on the same side in many ways, there was recognition that we had a different side when it came to allocations. Because we couldn't satisfy all their needs unless we had more funds than were available, we were forced to make choices. We were the fund givers and they were the fund receivers. The trick was to gain their understanding that I was dealing respectfully of their agencies and their programs in decision-making not totally to their liking.

Glaser: With your social work background as contrasted to Treguboff's, was there a different relationship that you had to agencies than he?

Weintraub: Yes. Treguboff left to me almost totally the relationship with the local agencies. He was on a friendly relationship basis to them, but in terms of collegial relationship, agency relationship, this was all delegated to me. It was left to me and I handled it. So that I would say again that he was liaison to the top leadership. Even in board meetings, I was the one doing the agenda, the preparation. Treguboff was at the board meetings and in control, but I handled all the details. I was the Federation extension to the local agencies.

From the very beginning of my coming to the Federation, the relationships with the United Way, and our agencies in United Way, was always my province and not that of Treguboff. He never sat through a budgeting process with United Way, with the agencies. It was always Lou Weintraub who did.

Glaser: When you were there with the Federation, were there the Soviet immigrants and the Vietnamese coming in, and could you see any impact of their arrival upon the various agencies?

Weintraub: At my time they were only beginning to dwindle in. We always had some coming, as you know, always some filtering in from Russia. The United States didn't have the open-door policy which later evolved. But from our standpoint, the road was from United HIAS, the national immigration agency, to Jewish Family Service Agency, the agency providing the service locally. Our role was to provide the funds necessary to see that absorption could be handled effectively. So in a direct way, we were not involved, except to make the funds available.

XVII JEWISH EDUCATION

Jewish Day School

Glaser: While we've discussed the Hebrew Academy and the student sit-in, we didn't talk about Jewish education as such, and the greater interest in Jewish education.

Weintraub: I was there only during the transition from lukewarm interest to warm interest in the subject. When I was there, the vehicle the Federation used to relate to Jewish education was the Bureau of Jewish Education. On the executive level we related to the executive staff Rabbi Bernard Ducoff and Rabbi Krause. We didn't deal directly with schools, whether congregational or Brandeis-Hillel; all went through the Bureau. And we related to the Bureau in terms of planning and budgeting, and we tried to continue on this level even when the Hebrew Academy came on the scene.

Then we were forced into a more direct relationship. We were brought face to face with our feelings on the subject of day schools. Federation leaders who were in place in the early days basically saw Jewish education in terms of temple Sunday schools, afternoon Hebrew classes, and the like. But change was in the air. There were glimpses of what lie ahead. National agencies were beginning to emphasize the importance of day schools as a force for Jewish continuity. Still nothing really hit the mark. Even the Brandeis-Hillel program was a kind of comfortable way of dealing with the subject without forcing the leadership to come to grips with their feelings about day schools and intensive Jewish education.

It wasn't until Rabbi Lipner came on the scene that we were brought face to face with an activist intent in promoting the Jewish day school formula. As you know, the record shows that at first our Federation resisted the Hebrew Academy, and

then accepted it reluctantly. Once the problems that we've already detailed were resolved, the Federation began wholeheartedly funding the program. So I was there during the transition. From an almost disinterest in, to a lukewarm acceptance of, the importance of Jewish education, and now an open recognition that Jewish day schools are here to stay and have to be funded.

XVIII JEWISH FAMILY SERVICE AGENCY

A Changing Approach

Glaser: In your time, what changes occurred in the Jewish Family Service Agency?

Weintraub: I think that from an initial focus on direct relief service, there was movement to emphasis on counseling and then into fee-based counseling, with fees based on ability to pay. From concrete services--food, shelter, transportation--to counseling designed to keep families intact.

Intermarriages

Weintraub: There were always, particularly in San Francisco, the problems associated with intermarriage, and the need to help the family unit cope with whatever traumas might evolve due to the different religions of the parents.

Glaser: Why would that be done in Family Service Agency rather than in the synagogues?

Weintraub: Synagogues don't deal with the subject directly. How do they deal with it?

Glaser: Oh, they do.

Weintraub: How?

Glaser: They have outreach programs.

Weintraub: They didn't then.

Glaser: I see.

Weintraub: They didn't then. These didn't develop until later. Some were dealing with the subject from the pulpit. They were using other avenues, but where there was need for adjustment--counseling, case-oriented programs dealing with families in trouble as a result of intermarriage--there was usually referral to the Family Agency.

The Family Agency was a problem-solving agency. When the synagogue got into it, it did so at a different level. Its emphasis, unless it had staff specifically trained to provide emotional and psychological counseling, was to offer a warm and accepting setting--religious services, religious school, social functions--to the intermarried. But if there were problems within the family as a result of the intermarriage itself, referral to the Family Agency was the prescription.

Immigrant Absorption

Weintraub: Immigrant absorption was a major problem. Originally handled by a separate agency, the San Francisco Emigré Service Committee, the program continued to have major emphasis even after being merged into the Jewish Family Service Agency. During the various periods of immigration in our history, there were always emigrés arriving in San Francisco who needed resettlement help and San Francisco was unusually receptive in this regard.

XIX PROGRAMS FOR THE AGED

At-Home Services

Glaser: Tell me about the change you might have seen in programs for the aged. Of course, the number of aged has increased tremendously.

Weintraub: That's true, and I believe that the attitude toward caring for the aging is what represents the most dramatic change. Initially, it was thought sufficient to house the aged in a building, a custodial institution, and provide food, shelter, and medical care where needed. Then grew the recognition that the aged, those who really didn't need to be away from home, could be cared for at home with help, where needed, brought in from the outside.

Sacramento Street Residence

Weintraub: That's another aspect of a Family Agency Service, serving the aged at home and providing services to keep them at home as long as possible. The San Francisco Jewish Family Service Agency provided a second step as an experiment, a small group home for those who could not be cared for in their own homes. This was the Sacramento Street Residence with seven beds. The Jewish Family Service Agency actually pioneered this concept.

Glaser: Oh, I never heard of that.

Weintraub: Sacramento, oh, yes.

Glaser: Is this what gave the impetus for Menorah Park later on?

Weintraub: Let me walk you through the various stages.

Glaser: Okay. But I interrupted you, finish your thought.

Weintraub: So the aged person would be helped to stay at home as long as possible, with whatever outside assistance needed provided by the Jewish Family Services Agency. If the person couldn't stay at home, but still didn't need around-the-clock care, and could manage pretty well by himself, there was the Sacramento Street residence with seven beds.

Pinecrest Group Residence for the Aged

Weintraub: Then we developed for the in between group, for those not needing the Home for the Aged but unable to fully care for themselves, the Pinecrest Group Residence for the Aged. This came about as a result of our study process. Money for Pinecrest came from our capital funds campaign and it was placed on the grounds of the Jewish Home because the Home offered us the land free of charge.

We should have, would have, put Pinecrest closer to the downtown area because the proper placement should have been where there was lots of activity. Where there was traffic movement and the residents, if they wished, could glance out their windows at the cars and buses going by. But we couldn't find a reasonably priced downtown location, and when the Home offered us space, we located it there. Ultimately, as you know, the Home got it from us for free.[1]

But we still had those who could stay at home with services provided by the Jewish Family Service Agency. However, once Pinecrest was built, the Sacramento Street Residence was sold and the residents there were absorbed into Pinecrest. So we had three stages: those who could stay at home with help provided by the Jewish Family Service Agency; those who needed some assistance in a group setting, the Pinecrest group; and finally, those in need of moderate to intensive nursing care, the Jewish Home for the Aged group.

We tried desperately to get the Home for the Aged to adopt a transition policy, automatic progression from one stage to the other, as needed. Thus, if someone from Pinecrest was in

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[1]Pinecrest was transferred to the Jewish Home for the Aged in 1972.

need of nursing care, he or she would automatically move to the Jewish Home if a bed was available and not be placed on the bottom of a waiting list for admission to the Home. We were not able to achieve such a progression but our thinking was sound. Free movement among the programs would have been good social policy.

Jewish Home for the Aged

Weintraub: As I've said before, the Jewish Home in the past wasn't what it is today. At one point, it functioned like a hotel for aged people. Then when we closed Maimonides, we talked them into changing their policy so that the sick aged could be admitted and the next step for them was to become a fully licensed nursing care facility so as to provide around-the-clock nursing care to the Jewish aged. So although we had the three transition stages for a short while, once Pinecrest was absorbed into the Jewish Home, the second and third stages became one and there was no longer any difference between the Pinecrest and Jewish Home resident.

Menorah Park

Glaser: And then came Menorah Park.

Weintraub: And then came Menorah Park. Menorah Park resulted from several happenings. One, the purchase of almost all the property surrounding the Center by a group consisting of Irving Rabin and four other people.[1] Irving Rabin, Larry Myers, et cetera, that was the trigger. They purchased it and came to the Federation and said, "Buy it from us at our cost." One could say that they were creative, that they were able to see into the future. Or another part of it--the glass half-empty and half-full concept--the other might say they had no right to pre-empt a planning process, take matters into their own hands and present the Federation with a fait accompli, knowing the Federation could not turn them down because of who they represented in terms of leadership.

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[1]Irving Rabin, Laurence Myers, Seymour Ellison, Lloyd Dinkelspiel, Jr., and Barry Osher formed DROME Associates to buy the property. The Federation board accepted their proposal in the 1975.

But it turned out to be a very creative enterprise on their part. It enabled the Center to have more space, and it enabled Menorah Park to be built.

Glaser: Did you have a hand in getting government funding for it?

Weintraub: Yes. Federation did. Mike Papo, as a matter of fact, worked on it. His father, Joe Papo, just died. Ninety-two years old.

Glaser: Yes, I saw the obituary.

Weintraub: Mike Papo took this on as a project. He worked on it and put it together almost singlehandedly.

XX *JEWISH BULLETIN* OF NORTHERN CALIFORNIA

Relationship to Federation

Glaser: What was the Federation's relationship to the *Jewish Bulletin*?

Weintraub: The *Bulletin* was and is an independent nonprofit corporation with its own constitution and by-laws. It does not belong to the Federation but does receive a sizeable subvention from Federation toward its deficit. It was basically our instrument for publicizing Federation programs, including the campaign. Thus, one of the rationales used to justify our support was that had we not the *Bulletin*, we would have had to publish a house organ as our campaign tool.

We never involved ourselves in their editorial policy but we occasionally had input on the composition of their board of directors. We always enjoyed excellent relationships with their executives, Eugene Block for years and years and following him Geoffrey Fisher. I still remember when Eugene Block finally retired from the *Bulletin*. He had been executive of both the Jewish Community Relations Council and the *Bulletin*, and I don't recall which he gave up first, the *Bulletin* or the JCRC. Earl Raab was his associate at the JCRC and became the executive head of JCRC when Eugene Block retired. Rita Semel was on the staff of JCRC and she succeeded Earl Raab when he retired. We were very close to Eugene Block and Geoffrey Fisher and the *Jewish Bulletin* proper.

Federation Action Regarding *Bulletin* Director

Weintraub: I think I may have said sometime back that at one point the leadership was fearful that the *Bulletin* would fall into "undesirable hands." To do this, the "undesirables" could gain control by gaining a majority on the board of directors. I think the board of directors consisted of seven people at that point.

The fear was expressed that these undesirables would move the *Bulletin* in a direction not conducive to the good and welfare of the Federation. So a strategy was evolved designed to insure that those in the "out" group would not succeed in gaining a majority on the board. The strategy succeeded and thus the *Bulletin* was "saved" from falling into "undesirable" hands.

Glaser: Do you want to expand a little bit on that?

Weintraub: None of the players are alive today. In any community there are those who are close to and friendly with a central organization such as the Federation and those who oppose it. At the time in question, there were several individuals who held leadership positions in other agencies but had not made it with Federation. They were constantly at odds with Federation leadership. They had their own power base and felt they could extend their influence by putting their people on the *Bulletin* board.

There was fear that this group would not be friendly to the Federation and its programs. There was concern that since the *Bulletin* is a key instrument in getting information to people, it might be harmful to Federation if it had a different promotional and editorial slant.

So the strategy was to nominate individuals of outstanding stature for the open board positions in the belief that the opposition group would back down when they saw the names. And that's exactly what happened.

Sometime back you said something about political aspects to Federation--I forget how you put it. You were surprised that even in terms of executive operation it was just not all functional but that there were political aspects.

Glaser: Yes.

Weintraub: Politics affects the Federation workings, too, as you know. Witness the fact that at one point we had a group attempting to put its own people on our board of directors by utilizing the petition option. They were dissatisfied with certain aspects of Federation operation and wanted to change it. That's as political as the attempt by some to get their own people on the board of a publication such as the *Bulletin*.

It could probably be just as serious if certain elements wanted to gain control of a Jewish Family Service Agency. I've seen it happen and the end result was the firing of an executive. But could this result in reshaping a direct program to people? It might. But I have not seen many direct service agencies tampered with politically.

In an agency such as the Jewish Community Relations Council, you can get elements there who are politicized. They can do all sorts of damage to a community relations agency such as the JCRC, as can be done to an informative publication like the *Bulletin*.

Glaser: Did you ever find out why these people were opposed to the Federation?

Weintraub: Oh, yes.

Glaser: Do you know on what grounds?

Weintraub: I knew that one was an extremely angry person who resented never being asked to serve on the board of Federation. He wanted to be part of the "in" group but those close to the Federation felt he would be a harmful influence. So his resultant strategy was to try to gain control of the *Bulletin*.

There were others who also felt they were being kept out of the power structure and sought various means of bucking the establishment. It is not unusual for those on the outside wanting to be on the inside.

XXI MORE ON FUNDRAISING

Capital Fund Drives, 1960 and 1970

Glaser: We're going to go back and talk about capital fund drives as part of fundraising.

Weintraub: We had several capital fund campaigns. As I have already indicated, the first in my time was when Treguboff headed the campaign and I served as associate.

Glaser: Was that the 1960?

Weintraub: That was the '60 campaign. It was a much smaller campaign and one where, I believe, we raised funds that went to the Pinecrest Group Residence for the Aged, Mount Zion Hospital, and the Centers.

Organizing the Drives

Weintraub: A capital funds campaign is unlike an annual campaign for a variety of reasons. One is who the donor base consists of. You have a whole different arrangement, a whole different organization. You don't attempt to solicit the rank and file and the small donors because you're looking for a limited number of sizeable gifts. Because it's for capital purposes, your focus is on those relatively few people capable of making major contributions. In theory, we appeal to donors to contribute out of income to the annual campaign, and out of their capital to a capital funds campaign. It's what I call the two pocket theory, the income pocket for the annual campaign and the savings or capital pocket for the capital funds campaign.

So when we have the annual campaign, we don't ask the donor to take money from savings or from what is set aside for the children or retirement. We ask that the gift come from earnings; what is anticipated to come from annual income. When we campaign for capital, we emphasize that the gift is to come from capital and not from the donor's operating budget.

So we don't bank heavily on wage-earners or professionals except for those with substantial investment portfolios. Obviously, if the campaign is for hospital construction, we're going to approach physicians because they have an economic interest in hospital beds.

Not only is the campaign usually limited in scope, the time-table is also compressed. We don't want it to get in the way of the annual campaign. We don't want the capital gift to be given at the expense of the annual gift or to substitute for the annual gift. Ofttimes, we will set a policy of not accepting the capital gift if the annual gift is decreased as a result. The capital gift has to be in addition to and not a substitute for the annual gift.

Obviously we don't conduct a capital funds campaign unless we first determine what the capital fund needs are, what it is we're going to raise money for. We engage in a process of study with the institutions involved, to evaluate their needs and to judge what we think we can raise in connection with these needs and to set a reasonable goal. In each of our cases, we had several institutions wanting separate campaigns and we had to convince them that it made more sense for there to be a combined campaign and to arrive in advance on a formula for distributing the monies raised.

So we had two differences between the capital and annual campaign. For the annual campaign, we would set a goal, but would not pre-budget or pre-allocate the proceeds. We would not say in advance, "One-third will go here, two-thirds will go there." In a capital funds campaign we would generally arrive at a distribution formula in advance. In the annual campaign we will attempt to solicit everyone on the premise that everyone should be entitled to make a gift. A gift of any size is welcomed and eagerly sought. In the capital funds campaign, we rule out going after the smaller givers.

Glaser: I think Mr. Treguboff told me that for the 1970 capital drive non-Jewish people were solicited.

Weintraub: Right.

Glaser: Especially for the hospital.

Weintraub: For the hospital, and no other institution, correct. That was not a major effort, however. And I think the focus was on corporate rather than individual gifts. I think that those solicited in the non-Jewish community had close connections with Mount Zion and that was the rationale. You know, at a later point in time, non-Jews were elected to the board.

Glaser: When was this?

Weintraub: Well before the 1970 capital drive.

Glaser: I'm surprised, because I've always thought of that, until the merger, as a totally Jewish institution.

Weintraub: It was, but only because of auspices and sponsorship. It did not serve Jews exclusively; it had a big non-Jewish patient load. There were even non-Jewish physicians in attendance. Also, there was strong feeling of the importance and need to get the viewpoint of non-Jews. The rationale being that if you're serving a considerable number of non-Jews and your hospital is located geographically in a non-Jewish neighborhood, it is of value to get the viewpoint of non-Jews. So they put David Yamakawa on the board, for example. I worked with David both at United Way and the Red Cross, and I believe him still to be on the present board of directors of Mount Zion.

XXII A CHANGE IN FEDERATION ADMINISTRATION

Rabbi Brian Lurie

Glaser: Please discuss the change in the administration in 1975 when Brian Lurie was named chief executive of the Federation and you were a consultant.

Weintraub: Well, something precedes my becoming a consultant, because first we have to put Brian Lurie in the Federation. We haven't done so before, because he doesn't show up until 1974. I have to put some history into this, because it's no accident that Brian Lurie seems to appear suddenly.

Brian Lurie was an assistant rabbi to Rabbi Joseph Asher at Temple Emanu-El. Reynold Colvin was president of Emanu-El at that time. Reynold Colvin was also active with Federation; he was chairman of our social planning committee. He was also my personal attorney at one point.

Now, Brian Lurie was at Emanu-El for a few years, and there are various stories about his leaving. The most popular account is that on a plane trip Larry Myers and Ernest Michel of the New York UJA got into a conversation. Mr. Michel said he was looking for a professional to work in his campaign, and Larry Myers mentioned that Lurie would be a good choice. That resulted in the hiring of Brian Lurie by the UJA of Greater New York.

By this time, also, his contract is not being renewed at Emanu-El. I won't put in the record the reasons relayed to me because it would be second and third hand. So he is in New York working for the UJA for a short period of time. Wayne Feinstein, it later turns out, is also working in New York for the UJA alongside of Brian Lurie.

Federation Hires Brian Lurie, 1974; Difficulties Arise

Weintraub: I am in need of an associate director since Murray Schiff left to become the Seattle executive. I am advised by my then-president, Jesse Feldman, that he thinks it would be a good idea if I interviewed Rabbi Lurie. I did, and then Jesse Feldman indicated his desire that I hire him. That's the first and only time I've ever had a president tell me who to hire. I acquiesced because there was something in our discussions which made me feel that this was a prerequisite to preserving my job.

And then something else happened for the first time. I had never had a written contract. None of my staff had ever had a contract, except perhaps a letter outlining the terms of employment. But this was always month-to-month. Jesse Feldman indicated that Brian Lurie wanted a three-year contract, and he was in agreement with the request. The contract was drawn by Jesse Feldman, Rabbi Lurie agreed to it, and I signed it.

This was a very disturbing experience for me. I thought this whole process through and went to Jesse Feldman to say that since Rabbi Lurie had been given this kind of contract I felt very vulnerable. I had nothing in writing for self-protection. I was sixty years old, had worked in San Francisco for twenty-six years, eighteen with the Federation. I had remained with the Federation because of promises by the leadership that I would succeed Treguboff as executive head, which I did. My work with the Federation had never been criticized and yet I felt threatened by the circumstances surrounding Lurie's hiring. I was convinced that unpleasant things might happen to me unless I had something in writing as a form of protection.

So I indicated to Jesse Feldman that since a contract had been given to my associate I wanted one also. He didn't see this as a problem, drafted one, presented it to the Federation board which approved it. I was protected in salary and fringe benefits until reaching normal retirement age, which was then sixty-five.

So Lurie was my associate and I was to remain executive vice president unless moved out before retirement, when my

title would change to consultant. Lurie never liked the title associate director but he became associate director.[1]

Glaser: Why at that point did you have consultant in your contract? Because at that point there was no vision of your not continuing.

Weintraub: Oh, yes there was. In the contract written for me, it was stated that in the event there was determination that I would no longer be executive vice president, I would then become consultant until my retirement. That was done to protect my income until retirement.

The handwriting was on the wall, but I wasn't prepared for how quickly it would come along, because I only had five years left to reach normal retirement age. In only one year I had enormous difficulties with him. First of all, I had not realized that Lurie was to be responsible for the day-to-day operations of Federation and I would be in charge of everything else, including the capital funds campaign which had just started. This was the same major capital funds campaign which had undergone three years of planning and which had a goal, I believe, of $20 million.

So Lurie proceeded to hire staff. He hired Wayne Feinstein; he hired Norman Rosenblatt, whom he had known from Salt Lake City. So he had his own circle. Then I began hearing stories originating with him that I was becoming an impossible person to work with. I finally got to the point of sitting down with him over lunch to ask what was going on.

He said, "You're hard to work with," and wanted to know why we had to have different titles, why we couldn't be considered to be on the same level. He couldn't understand why there was need for me to be number one and for him to be number two. He thought we should be co-equal executives.

Then I began hearing from lay leaders that I was frustrating him, that I was critical of his work, that I was negative to everything he was attempting to do. I was astonished. What he was accusing me of doing, he was actually doing to me. I was powerless to combat this. I had never had any experience in dealing with this kind of behavior.

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[1]The Federation board minutes state that as of January 8, 1974, Louis Weintraub was the executive vice president and Brian Lurie was the executive director.

And he was believed. He was a rabbi and a rabbi has to be an honorable man and must be telling the truth. So the monkey was on my back. After all the years I had been with them, when push came to shove I was not the one who was believed.

Frances Green was Federation president at this time. We were friends as well as working colleagues. She invited my wife Betty and me to come to their country place in Atherton, and told us there that the leaders wanted Lurie to take over and for me to step aside.

I forget what went through my mind, but it was so quickly obvious that if I was to fight this and even win, it would be so destructive of my relationship to Federation that there would be no point in stirring things up. Particularly when I found out who the seven core people were behind this action, I knew there was no gain in struggling against the odds. Because six of the seven were men I had worked with closely and had actually guided into leadership positions. If despite this they felt I ought to be shunted aside, I had little alternative except to acquiesce.

Louis Weintraub Named Consultant, Brian Lurie now Executive Director, 1975

Weintraub: So we come to the point of what happens when I'm consultant and Lurie is the executive head. He doesn't want the title of executive vice president, he wants to be executive director. The executive vice president title was in limbo until Wayne Feinstein was hired.

What happened in '75 was that Lurie asked if I would continue to work on the capital funds campaign I had put together. We had already brought in many major gifts. I asked in what capacity he wanted to use me and he indicated he wanted me to solicit gifts.

I said I would not solicit people directly, but if he wanted me to help others solicit I would do it. If he wanted me to staff portions of the campaign I would do it. But I would not go out and solicit. I didn't feel then, as I don't feel now, that it is the professional's role to directly solicit capital fund gifts.

Outside Functions While a Consultant

Weintraub: So that was it, and I basically did nothing for Federation for the next four years. Nothing. I was used as a consultant to United Way. At their request, and with the Federation's permission, I not only helped them put together their entire planning apparatus but actually staffed some of their planning groups. It was also during this period that the UJA asked that I help organize their "This Year in Jerusalem" operation. I went to Israel and worked with the universities to set up their part of the Jerusalem program. While in Israel I did a critique for the UJA of their community missions programs. And when "This Year in Jerusalem" actually took place, I returned to Israel and helped oversee a major aspect of the program.

I worked with other agencies, but I did little if anything for the Federation. So for all intents and purposes, I had no role as a consultant with Federation.

Glaser: You had an office, though, didn't you?

Weintraub: I had an office, in the same building but away from the Federation office. I had an office, I had furniture. I did not have a secretary.

Glaser: Did you go there every day?

Weintraub: Every day.

Glaser: And just sat there?

Weintraub: I sat, I read. I was also active with Retirement Jobs, Incorporated as its president. Retirement Jobs, Incorporated, with seven branch offices in the Bay Area, matched retirees seeking part-time work with people who wanted small jobs done around their homes--plumbers, carpenters, and so on. Because of funding problems, the program eventually had to be shut down.

I was also on the San Mateo County Human Services Coordinating Council representing San Mateo County. We were charged with coordinating the work of all the public and private agencies in San Mateo County providing human care services. I headed up their research program as well.

XXIII POST RETIREMENT ACTIVITIES

United Way Campaign

Glaser: Let's talk about the things that you did after retirement. You went on to the United Way.

Weintraub: I went on to United Way to initiate their Circle Club, their $10,000 and over individual gifts group. I also ran their headquarters building campaign, the campaign to liquidate the mortgage on their headquarters building at 220 Bush.

Red Cross

Weintraub: And it was United Way which brought me together with American Red Cross. Red Cross came to United Way and said it was in need of a major campaign effort to raise funds for flood relief. It felt it could do so by approaching major corporations, but felt it needed permission from United Way as well as outside help to do so. Because I had just finished a corporate campaign for its building needs, United Way said that I had working knowledge of the corporate community, and that I knew the key players therein.

So the American Red Cross asked me to run its flood campaign, which I did. It was a successful campaign, and apparently successful enough so that I was asked to stay on to be their specialist in planned giving, to set up a program for deferred giving, and to run it. I was asked for a proposal, which was accepted, and I began to work for them part-time. I actually did give them more time than that.

St. George's Home for Autistic and Schizophrenic Adolescents

Weintraub: But I was also at the same time an unpaid professional advisor to St. George's Home for Autistic and Schizophrenic Adolescents in Berkeley. It was a residential treatment program with Jungian orientation. I worked with the director, Dorothea Romankiw, who needed administrative and financial consultation on a regular basis. I worked on board development and tried to help strengthen the entire agency operation. I did this for several years.

More on Red Cross and United Way

Glaser: How many years were you with the Red Cross?

Weintraub: I think I may have been with them for about five years. I left at a point where the then-executive head said there were no longer funds to operate the program. What had happened was that we had been getting contributions for the program from Mrs. Harold Zellerbach and the money ran out. Since there were no funds in the regular budget to carry the program, it had to be terminated.

I was called back later on. They were having a problem with their executive, Jim Williams. I was asked whether I would come back and help them run the Red Cross as interim manager until such time as a replacement could be found. Jim Williams had been given early retirement. So I did come back and staffed their search committee, which ultimately found a replacement. I actually ran the Red Cross for six months.

Glaser: You set yourself up in business as Louis Weintraub and Associates.

Weintraub: Yes, it's Weintraub Associates. I set that up as my vehicle for taking on jobs such as the United Way and American Red Cross. Since I was already on Social Security, this seemed to be the wiser way to go. My corporation is still in existence.

Several years ago, United Way called me back to temporarily handle the Circle Club, the very same one I had created years back. Their current staffer, Andy Eber, was being given a special project at United Way, and they were in need of someone to replace him for a while. I had worked previously with Andy Eber in United Way planning, and I also

had this previous relationship to the Circle Club. I was asked to submit a proposal, which I did, and thus became reacquainted with Peter Haas and many of the Jewish leaders I had worked with in the past, because many of them were active in the Circle Club. I ran the Club for about six months, until Andy Eber came back.

That was an interesting experience. Here was also where I became reacquainted with the corporate leadership I had worked with formerly. It seems that what goes around, comes around.

XXIV CONTRASTING JEWISH AND NON-JEWISH ORGANIZATIONS

Examples of Difference

Glaser: You discussed already Jewish and non-Jewish philanthropy, and contrasted them. Would you do the same thing for the organization. What differences there are between the Jewish and non-Jewish organizations?

Weintraub: Yes. Jewish organizations are highly personalized. I'm not speaking only about the role of the executive, I'm talking about the characteristics of boards of directors as well. In a non-Jewish organization there is very little awareness of ethnic identification or the importance of social togetherness. Occasionally you might meet a United Way or a Red Cross board member at a social function. When you did, it would usually be an organization function. Most contacts would be business- or organization-related.

Life is more personalized in the Jewish agency or Federation structure. You can expect to see fellow staff and board members in a variety of social situations. You see them in synagogue and relate to them socially in your home as well as in their homes. You have home parlor meetings during a Federation campaign; you rarely hear of a home parlor meeting during a United Way campaign. The work day and the work week are the usual operating grounds for the non-Jewish organization. Time and social limits are scarce within the Jewish organization.

So I would say it's more impersonal to operate within the non-Jewish framework, it's--

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Glaser: You started to say it's less gossipy.

Weintraub: Yes. Let me give you an illustration of the gossipy nature of life within Jewish agencies. In Sacramento they have just asked for the resignation of the Family Agency director. Executive turnover in Sacramento is not uncommon. Within minutes, the news is around town. It's the subject of discussion at social events. If this happens an a non-Jewish agency, it might be a year or two before this becomes common knowledge.

Let me give you another illustration about differences. Within the Jewish milieu, leaders often have a personal interest in other leaders. If you sit on a Federation board, you might become incensed at another agency for having on its board someone who in your opinion is a poor contributor to the Federation campaign. You have no compunction about saying this openly. In a non-Jewish agency, there is little or no concern about what someone else gives to a United Way or related campaign. A nominating committee seeking a slate for board membership in a non-Jewish agency shows no interest in what a nominee contributes to charity. Within the Jewish community, a person's giving history is very much an issue for board membership.

So I would say that the essential difference is the degree of involvement. Within the Jewish organization, you are totally enveloped. The non-Jewish organization allows you more breathing space. You usually have a nine-to-five relationship and do as best you can within that time frame. Rarely is emotionalism a feature of your work experience. It is unusual for harsh words to fly at a non-Jewish agency meeting. It can be frequent at Jewish meetings.

Both groups get their work done in their own styles.

XXV OBSERVING FEDERATION CHANGES

Status of Staff

Glaser: Even though you're living now in Sacramento, I assume that you see the *Jewish Bulletin*, and through that know what's going on in the Federation.

Weintraub: Yes.

Glaser: What changes do you see in the Federation since you left it?

Weintraub: One of the changes I've seen is the absence of long-time employees on the Federation staff. There seems to be constant movement among senior staff. In my time, people were with us for years. Our campaign staff would stay on for ten, fifteen, twenty years, maybe longer. But within today's Federation, you can't seem to know the names of key players without a program. Who is the second in command in the Federation hierarchy, who constitutes the campaign staff, who do you talk to if you want information? You walk into the building and you're introduced to someone. But without a title, you don't know what he or she does.

I would assume this ferment to be either deliberate or accidental. I knew a former executive in another city who was noted for never having a president in office for more than one year. The theory being that if he remained in office longer, he might recognize the inadequacies of the executive and that would shorten the executive's tenure. So you saw to it that no one remained in the same place for too long.

There's also a theory that you do this sometimes with staff, so that no one is in place long enough to threaten you. When they get to a certain point, you encourage them to leave.

Expenditures

Weintraub: The other thing I've noticed is how free they seem to be with spending money. In my time, they were very tough on our administrative and overhead budget. We had to fight for every penny. We had to plead for our staff to get salary increases; matters of this sort. There was almost a grudging unwillingness to spend money on staff.

I am surprised at how much is spent now on local services and on local administration and overhead. It just boggles my mind, because there's either easy access to money or ready acceptance of the need to spend it.

They also seem to be involved in a good many things I'm not clear of. Well, the area's grown, the population has grown tremendously, so they've had to meet the needs of an awful lot of people. Yet the traditional agencies have been shrinking. Mount Zion, of course, has gone its way. Homewood Terrace is no more. The Centers seem to be in trouble. Yet they're spending a lot more money than they ever did before. So much must be going on locally that they're spending money on that I'm not clear about.

Up until this year, they were very successful with fundraising. There haven't been any real problems, I gather, until this year when I sense a decline. The newspaper (*Jewish Bulletin*) is better, it's longer, it's got more pages. Other than that, I haven't noticed anything, except as I've said, the mobility of staff.

Jewish Community Endowment Fund

Glaser: The endowment fund has increased greatly.

Weintraub: It has, I saw the latest report. Some of it has been internal; some external. First of all, the Maimonides Fund, which resulted from the sale of its building, was transferred to the endowment fund. The same can be said of the Eva Heller Kohn Fund and others which were amalgamated into and absorbed by Federation. So some of the growth was internal in nature, built up from below, and some was external in nature, transferred in from outside.

They've always had excellent people running their endowment fund program. Carole Breen, who was there previously, was replaced by Phyllis Cook. Phyllis Cook has done a marvelous job building the program. What is truly being reflected, though, is that there's a considerable amount of money in and around San Francisco which is being tapped. Some of the Jewish money which previously went to the San Francisco Foundation is now going to the endowment fund.

One of my favorite people was Dan Koshland. Dan Koshland made a very touching gesture, which came to light after his death. His will provided a $5,000 bequest to a number of people, lay and professional, who had somehow touched his being. I was one so honored; so was Treguboff. In addition, he left a sizeable portion of his estate, not to the Jewish Federation but to the San Francisco Foundation.

Glaser: But he was very close to John May, who ran it at that point. Isn't that true?

Weintraub: Well, there were other people as well. Walter Haas was close to John May, yet left much of his money to the Federation.

But the point of my story was that before the up-building of the Federation's endowment fund, the favorite vehicle for Jewish foundation giving was the San Francisco Foundation. With increasing emphasis on the Foundation's fund, that became the favorite vehicle. So what in the past may have gone to the San Francisco Foundation was now being directed to Federation. That's part of the reason for the endowment fund build-up. The other part has to do with having a very effective person in charge.

You mentioned the name John May, and Treguboff, and Florette Pomeroy. Florette Pomeroy is the person who had me appointed to the Mayor's Committee on Youth, and John May was on it also. So that's about it.

Glaser: Lou, I think we've come to the end, and I want to thank you very, very much.

Weintraub: Good. My pleasure.

I did want to end by saying that the Jewish Federation was very good to me. It enabled me to know and work with a group of very decent, warm people; it enabled me to make a number of trips to Israel I would never have made on my own. It enabled me to meet, become acquainted with, and grow fond of a large number of Israelis and professionals working for the JDC in

Paris, Rome, Vienna, and elsewhere. It was just an overall mind-boggling experience and I shall always treasure it.

Transcribed and Final Typed by Shannon Page

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LOUIS WEINTRAUB CHRONOLOGY

FEDERATION OF JEWISH CHARITIES AND JEWISH NATIONAL WELFARE FUND

1943 Utility Workshop established by Committee for Service to Emigres.

1945 United Jewish Appeal field staff director Robert Herman suggests that a Women's Gift Division be organized. Under state income tax laws, joint giving of husband and wife is essential, but this division would serve to educate women as to work of the Welfare Fund. Herman also suggests that a Trade and Profession Division (Welfare Fund already had concentrated on 15 trades) be highly organized with leaders in each trade group. He says functions such as dinners will not be successful fundraisers unless there is public giving, which is opposed by executive committee members.

Campaign goal is $800,000.

Walter Haas, Philip Liliental, and Dan Koshland buy the Emanu-El Publishing Company. Executive committee is split as to whether to run community paper in form of a constituent agency, operating the newspaper with Welfare Fund subsidy. After a study, board agrees to that should be a community newspaper supported by the Welfare Fund.

1946 Board votes in favor of a National Advisory Budgeting Committee instituted by the Council of Jewish Federations and Welfare Funds.

Emanu-El is now Jewish Community Bulletin. A.J. Shragge president.

Annette Saber tenders resignation and Sanford Treguboff is assistant executive secretary as of November 18, 1946.

1947 Campaign goal is $2,150,000; $1,700,000 for UJA. Walter D. Heller is campaign chairman.

1948 Federation of Jewish Charities asks for supplementation since Community Chest allocation is inadequate.

Business and Professional Division organized into 40 trade groups. Campaign goal is $2,750,000--$2,200,000 for UJA.

President Dinkelspiel's report: For the first time a Women's Division operated for a 'plus giving.' Campaign results not on a par with communities of comparable size. "San Francisco, particularly in its larger donor group, is probably one of the least national Zionistic of all major communities...Many refused to give, despite sympathy for most of the Fund's activities, because of their feeling that part of the money collected went for political Zionist purposes. I Roughly estimate than one-quarter of a million dollars is lost directly or indirectly as a result of these differences."

1949 Federation of Jewish Charities requests inclusion in 1950 campaign, also Mount Zion in needs of funds for new wing. After meeting with Community Chest and FJC, Chest reluctantly agrees to Welfare Fund supporting FJC agencies for one-time appropriation. Chest to remain regular source of Federation income.

Peninsula JCC newly established, given one-time grant of $4,950.

1950 Study committee of Federation of Jewish Charities and Jewish Welfare Funds under leadership of Joseph Blumlein and Lloyd Dinkelspiel. Seventy-five people plus professional staff to study "what we have and what we need." Study Committee on Jewish Community Planning calls for a new type of central communal organizations.

Special committee appointed to draw up plan of organization, headed by Sylvan J. Lisberger. By 1953, plan represented 2-1/2 years work. Welfare Fund provided administrative and centralized staff service. So far, $2,800 spent on extra personnel and material, exclusive of time of executive personnel. Came about because of increased support by Welfare Fund to local agencies, which called for closer integration between fundraising agency and planning agency. Every agency reviewed documents and made suggestion for changes. Deemed advisable to include Marin County. FJC committee that reviewed proposed merger: Mrs. Melvin Schwarzbaum, Paul T. Wolf, Mortimer Fleishhacker, Jr., John Blumlein, Tevis Jacobs, President John R. Golden, ex officio.

1951 Joseph Blumlein president of Federation of Jewish Charities. Louis H. Heilbron president of Jewish Community Center. Both want inclusion in 1951 campaign. Executive committee agrees.

1952 Campaign goal is $2,100,000. Vote to include Federation of Jewish Charities and Jewish Community Center in campaign; Community Chest agrees.

Maimonides merged with Hebrew Nursing Home.

1953 American Council for Judaism pamphlet stating it was not possible to get accurate accounting of funds disbursed by UJA. Executive committee will prepare statement for next issue of Bulletin to refute charges.

1954 Campaign goal is $2,159,680. Agree to corollary campaign for debt retirement of hospitals.

Women's Division part of regular campaign since 1948.

MERGER OF FEDERATION OF JEWISH CHARITIES AND JEWISH NATIONAL WELFARE FUND

1955 All constituent agencies consent to merger, so FJC does also. Now called Jewish Welfare Federation of San Francisco, Marin and the Peninsula. Constituent agencies: Emanu-El Residence Club, Hebrew Free Loan Association, Hebrew Home for the Aged Disabled, Homewood Terrace, Jewish Committee for Personal Service, Jewish Education Society, Jewish Family Service Agency, Maimonides Hospital and Hebrew Nursing Home, Marin JCC, Mount Zion Hospital, San Francisco and Peninsula JCCs.

Constituent agencies accept Dr. Wilinsky's health survey report.

Merger of Emigre Committee with Hebrew Immigrant Aid Society.

President Walter D. Heller at annual meeting states need to elect Welfare Fund officers and directors even though would be absorbed by new Federation. Necessary to preserve WF's corporate status for the time being because California Corporations code didn't provide for transfer of assets of non-profit corporations in event of merger. This is to protect bequests and gifts in wills of people still alive. Need to remain corporate entity until legally able to dissolve.

1956 Louis Weintraub joins Federation staff as assistant director in social planning department.

Lloyd Dinkelspiel president

Loan of $120,000 by Welfare Fund to Federation for purchase of building at 230 California Street.

Maimonides Hospital and Hebrew Nursing Home closed, was established in 1950. Nursing care patients transferred to Hebrew Home for the Aged Disabled (now Jewish Home for the Aged.)

1957 Ten-minute meeting of Welfare Fund to approve merger; favorable law enacted by state legislature.

San Francisco Jewish Community Center given permission to provide extension service to Lakeshore district.

First of many studies for Mount Zion expansion.

Study began leading to creation of Pinecrest, Federation's group residence for aged. Opened December 1962 on grounds of Home for Aged.

1958 Louis Weintraub promoted to associate executive director upon retirement of Hyman Kaplan.

Walter A. Haas president.

Population study to be done by Dr. Fred Massarik of Los Angeles; completed in 1960. Started when Frank Sloss was chairman of social planning committee, concluded under chairmanship of Walter D. Heller.

Also studied during period of same chairmen: group work study of recreational needs, conducted by Federation, helped by Jewish Welfare Board and subsidized by San Francisco Foundation. Two-year study recommended JCCs should merge into United Jewish Community Centers, new centers should be built in Peninsula and Southwest San Francisco, and an extension to the Marin building.

Board approves second residence for aged.

College of Jewish Studies opened, part of Bureau of Jewish Education.

1959 San Francisco Committee for Service to Emigres merges with Jewish Family Service Agency.

1960 Walter D. Heller president

Capital funds campaign.

Special committee on relationships with San Jose: Federation should retain jurisdiction over Palo Alto and Los Altos and should involve more of South Peninsula in its activities. Federation and San Jose should appoint a joint committee to study and evaluate changing situation in South Peninsula.

Health committee study of Mount Zion's building requirements, Marshall Kuhn, chairman.

1961 Dinner commemorating 50th anniversary of Federation.

Merger of Jewish Committee for Personal Service with Jewish Family Service Agency.

Joint study of Homewood Terrace--membership half Federation, half Homewood Terrace. Study directed by Morris Zeldich, director of community services, Council of Jewish Federations and Welfare Funds.

1962 Creation of executive vice-president position for Sanford Treguboff; Louis Weintraub succeeds Mr. Treguboff as executive director and will be responsible for supervision of Federation staff and operating departments. Treguboff's responsibilities are financial aspects and liaison with major national and overseas agencies. This arrangement to reduce pressure on Treguboff.

Ex officio representation of Women's Division on Federation board and ex officio status on board for campaign chairs.

1963 Sylvan Lisberger president.

Overseas study mission: Walter Haas, Sam Ladar, Nat Landes, and Lou Weintraub report that at end of 1964, Joint Distribution Committee and Jewish Agency will no longer get German restitution funds. For JDC alone, the loss is $7 million and probably the same amount for Jewish Agency.

Brandeis Day School organized. Financial assistance to be subvention through Bureau of Jewish Education.

1964 Benjamin Swig president

Lengthy discussion of Women's Division. Mrs. Green, W.D. head, says it wants to know if Federation supports principle of women's giving. If such support is lacking, W.D. can never be successful.

1965 Sam Ladar president.

Carl Stern discusses necessity of Young People's Division

Homewood Terrace for sale; thirty-five kids in group homes, twenty-five in individual foster homes, administration headquarters in leased Mount Zion psychiatry building on Post Street.

1966 Young Adults Division formed, Irving Rabin chairman. Inaugural event, May 15, was $21 minimum pledge dinner dance at World Trade Club. Members total 350, who have pledge $7,500 to campaign.

Brandeis Day School in need of funds. Federation will wait until study of education is completed, which will determine responsibility of Jewish community for day schools. Funds obtained from Newhouse and Eva Heller Kohn funds.

Reorganization of United Fund into United Bay Area Crusade and Bay Area Social Planning Council.

1968 Robert Sinton president.

Brandeis should be affiliated with Bureau of Jewish Education.

Two-year demonstration program of extension of Family Service Agency into Peninsula.

UJA establishes Israel Emergency Fund; Dan Koshland chairman of committee.

Board approves new building for Home for Aged, also refurbish and remodel existing building.

Board approves need for community-sponsored chaplaincy program.

Approve new administration building by Homewood Terrace, expressed concern of large number of non-Jewish kids served because of diminished Jewish applicants.

Approval of Urban Affairs Project (came out of CJFWF); Jesse Feldman notes community concern with Jewish education.

Jerome Braun chairman of Leadership Development Program; forty men monthly meetings for nine months.

1969 John Steinhart president.

Maimonides funds reviewed; half given to Home for Aged when Maimonides closed. Federation trustee for balance. Allocations can be made for Maimonides Rehabilitation Institute at Mount Zion or grants to institutions to provide care for needy Jewish person suffering chronic or other illnesses.

Emanu-El Residence Club terminated.

Appointment of Community Chaplaincy Advisory Committee.

Pinecrest review committee, Robert Koshland chairman. Federation not set up to provide direct services, therefore management should be taken over by Home for Aged for one year. At that time Home to make recommendations for permanent basis for administration.

Social planning committee establishes committee on college and youth; board accepted jointly financed with Hillel program at S.F. State and City Colleges for two years. Rabbi Roger E. Herst to direct project.

Board agrees to release $4,000 per month from Maimonides/Federation trust to Mount Zion for construction of rehabilitation unit.

Board approves report of committee studying Jewish education:
1: Improve quality of teaching in Jewish schools
2. Increase staff of Bureau of Jewish Education
3. Phase out Federation support of schools, which now consists of subsidizing teachers' salaries--services to be provided by BJE.

1970 Sanford Treguboff retires, Lou Weintraub is executive vice president.
Board grants $18,000 for local Jewish population study
Bylaws amended to have forty-two board members; three to be no older than thirty-five.
Loans of $1 million each from Wells Fargo and Crocker Citizens banks for United Israel Appeal.
One-time grant of $10,000 to Bulletin for expansion in size.
Social planning committee, with sixty-seven members, will divide into six task forces to visit local agencies to learn about their history, operation, and future plans.
Irwin Gold, UJCC executive, leaving after ten years. He reports 1960 capital funds campaign provided for construction of new Centers at Brotherhood Way and North Peninsula. Centers joined with National Council of Jewish Women in joint operation of Montefiore Senior Citizens Centers Program. Camp Tawonga re-established.
Social planning and budgeting committee formed; will confer with Bureau of Jewish Education to establish policy re funds to day schools. Concern about schools requesting subvention but not accepting Jewish children whose mother was not Jewish and had not converted.

1971 Mel Swig president.
Robert Sinton reports on deteriorating relationship between Federation and United Bay Area Crusade, which cut grant to Federation by 15%. Weintraub reports general impression that even traditional agencies serving poor and inner city population were in danger of severe cuts. Haas says dim future for UBAC support to hospitals. As a result of Federation appeal, UBAC restores $30,000 for total grant of $438,000.
Social planning and budgeting subcommittees: family and children's services; needs of aged; youth, education, and recreation; community relations and interpretations; Israel and overseas; National Jewish Community Relations Agency; National Jewish Cultural and Service Agencies.
Allocation of $10,000 for scholarship program for confirmation class students to go to Israel. Total of 120 kids from Federation area go.
John Steinhart, a chairman of executive committee, met with representatives of Hebrew Academy, Bureau of Jewish Education and Brandeis Day School. Executive committee opposed requests presented for full deficit financing of $38,750 as well as immediate emergency grant of $10,000.
Sit-in on April 30 by thirty-five students protesting insufficient support of Jewish education. Committee on youth, education, and recreation and budgeting committee met with students on May 18.
Out of $154,250 allocated to Bureau of Jewish Education, $16,875 for Hebrew Academy and Brandeis Day School.
One-time grant of $2,500 from endowment funds for Jewish studies program at Stanford University, sponsored by Hillel Foundation.
Federation to give $33,750 to Jewish day schools in 1971, compared to $12,500 in 1970. Social planning and budgeting will take careful look at direction community is moving in this area.
Asilomar retreat for forty-five community leaders and campaign workers.

Earl Raab reports on organizations dealing with Soviet Jewry.

Official slate by Federation's nominating committee may be contested. Controversial statements being circulated re way Federation allocates funds and amounts made available. Petition submitted for ten candidates but didn't have required 250 signatures.

1972 Frances Green, campaign chair.

Social planning and budgeting committee reports it is now evident that Federation, like federations nationally, is committed to support of Jewish day schools. Endowment funds grant of $2,500 for Federation's participation in study by American Association for Jewish Education of residual effects of Jewish all-day schools as compared with results attained by other types of Jewish day schools.

For the first time in many years, Federation made a single presentation to UBAC for all agencies but Mount Zion.

New beneficiary agencies: National Conference on Soviet Jewry, National American Jewish Students Appeal, Judah L. Magnes Memorial Museum. Beneficiary status for special programs hitherto funded by endowment funds: Jewish Public Affairs Committee of California, and Bay Area Jewish Youth Council--a coordinating body.

Board approves endowment fund grant of $50,000 a year for two years for vocational guidance agency.

1973 Jesse Feldman president.

Capital funds campaign for Mount Zion, UJCCs, BJE, and Home for Aged.

Hebrew Academy wants to become direct constituent agency obtaining support on basis of $500 per student--$65,000--and request for substantial sum for capital fund needs. Requests additional funds to purchase 2 nearby houses for classrooms and $145,000 to underwrite mortgage obligations. Executive committee decides no allocation to Hebrew Academy. President Feldman's view is concerted effort by Hebrew Academy to destroy Federation; to provide it with an allocation would be to announce to other agencies that it is not necessary to act in a responsible way. Feldman states he is prepared to accept responsibility for denial of allocation to Academy. Lawsuit by Academy charging Federation solicited gifts with pre-determined intent not to make allocation to Hebrew Academy.

Feldman and Weintraub meet with Shelley Fernandez and with Frank Kurtz, chairman of a committee on Jewish priorities. They charge Federation is not meeting needs of Jewish poor. Petitions being circulated for slate to be submitted for election at next board meeting.

Capital funds drive deferred to 1974. Dr. Martin Greenberg hired as planning consultant to help formulate specific needs to be met though fund drive.

Phyllis Cook and Ron Kaufman, committee on Jewish poor, find no concentration of Jewish poor in Mission District despite Shelley Fernandez's charge. Committee to reach out to Jewish poor and connect them to appropriate services. Report will be sent to UBAC since matter of Federation's not meeting needs of Jewish poor was first brought to UBAC's attention.

1974 Louis Weintraub executive vice-president; Brian Lurie executive director.

Federation office established in Palo Alto.

1975 Frances Green president.

Lou Weintraub designated consultant; Brian Lurie named chief executive officer.

Capital funds campaign for $22,400,000

Jewish Defense League invade Federation offices complaining about Federation method of electing board. Left when police arrived.

Jewish Vocational and Career Counseling Service now a constituent agency.

Settlement of Hebrew Academy suit. Federation pays $26,000; Academy may reapply for admission as affiliate of Bureau of Jewish Education for Federation funds. Legal fees of $24,497.97.

HIAS to settle 40 Vietnamese refugees, cost to be met by government funds. JFSA already involved through contributing services of social service workers and absorbing accounting costs.

Non-profit housing project for poor well elderly to be built on corner of Walnut and Sacramento streets. DROME Associates, a corporation formed by Federation members, bought the property to hold for Federation's use.

1976 Reuben Bennett vs Federation suit concluded--pending since 1971.

Endowment Fund becomes a standing committee. Marshall Kuhn director.

Advance allocation of $30,000 granted to Hebrew Academy. Mel Swig votes against allocation.

Weintraub's services requested by United Way for social planning purposes. Granted.

1977 United Jewish Appeal requests Weintraub's services for evaluation of their study missions and to organize "This Year in Jerusalem."

Retirement Activities

Develop United Way's Operations Upgrade program and develop a corporate campaign to retire their mortgage.

Running Red Cross's emergency flood relief campaign; director of Red Cross planned giving, and interim managing director. Also helping recruit and hire the next full time Red Cross executive.

NEWS

JEWISH WELFARE FEDERATION OF SAN FRANCISCO, MARIN COUNTY AND THE PENINSULA

220 Bush Street • San Francisco 94104 • 781-3082 • Ernest H. Weiner, *Public Relations Director*

SPECIAL TO

WEDNESDAY, JANUARY 21, 1970

LOUIS WEINTRAUB ELECTED EXECUTIVE

VICE-PRESIDENT OF SAN FRANCISCO FEDERATION

Louis Weintraub, formerly its Executive Director, was elected Executive Vice-President of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula during the January 8 meeting of the Board of Directors. His election to the Federation's top professional post was effective January 13.

Weintraub, who joined the Federation's staff in 1956, has devoted his entire professional career to Jewish communal service. He received his M.A. in Social Work from the University of Pennsylvania and early in his career served as a group worker and a camp counselor in the East. During World War II, he was a clinical psychologist with the Army Medical Corps.

He served as the first executive of the El Paso, Texas, Jewish Federation and as Executive Director of the Utica, N.Y., Jewish Community Council. From 1948 until he joined the Federation, Weintraub served as Western States Regional Director for the Council of Jewish Federations and Welfare Funds, with headquarters in San Francisco.

Weintraub has been active on various civic and social service boards and served with the Mayor's Committee on Youth and the Social Planning Committee of the United Crusade.

Currently, he is a member of several key national committees of the CJFWF, including Overseas Service, Health and Research, and Urban Affairs and Public Welfare.

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Appendix C
Press release

LOUIS E. WEINTRAUB

1970

Louis E. Weintraub is the Executive Vice-President of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula. He was elected to the Federation's top professional post on January 13, 1970, having previously served as the agency's Assistant Executive Director, Associate Executive Director and Executive Director.

Prior to joining the Federation staff in 1956, he served as Western States Regional Director for the Council of Jewish Federations and Welfare Funds, from 1948 until 1956, headquartered in San Francisco. In this capacity he worked in close liaison as consultant to the Federations and Welfare Funds in the 10 Western States and Canada, in the areas of fund raising, budgeting, social planning and administration. He also supervised studies for various Jewish welfare agencies in Oakland, Seattle, Phoenix and Los Angeles.

From 1946 until 1948, Mr. Weintraub was Executive Director of the Utica, New York, Jewish Community Council. During World War II he served as a Clinical psychologist in the neuro-psychiatric unit of the Army Medical Corps. A graduate of the City University of New York, he obtained his Master of Social Work degree from the University of Pennsylvania in 1942.

In 1936, he organized the El Paso, Texas, Jewish Federation and served as its first executive until 1940.

He also was employed as a group worker with the Washington Heights YM-YWHA in New York, as a camp counselor at several specialized childrens camps in the East.

Having devoted his entire professional career to Jewish communal service, Mr. Weintraub has also been active on various civic and social service boards in the various cities where he was employed. In San Francisco, he served with the Mayor's Committee on Youth and the Social Planning Committee of the United Crusade Fund. Currently, he is a member of several national key committees of the Council of Jewish Federations and Welfare Funds, including: Overseas Service, Health and Research, and Urban Affairs and Public Welfare.

Married to the former Betty Ruth Levy, he has one son, Paul David, 14.

+ + + +

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Eleanor K. Glaser

Raised and educated in the Middle West. During World War II, spent two years in the U.S. Marine Corps Women's Reserve.

Senior year of college was taken in New Zealand, consequently A.B. degree in sociology from University of Michigan was granted in absentia. Study in New Zealand was followed by a year in Sydney, Australia, working for Caltex Oil Company.

Work experience includes such non-profit organizations as Community Service Society, New York City; National Society for Crippled Children and Adults and National Congress of Parents and Teachers in Chicago.

After moving to California in 1966, joined the staff of a local weekly newspaper, did volunteer publicity for the Judah Magnes Museum and the Moraga Historical Society, and was the Bay Area correspondent for a national weekly newspaper. Also served as a history docent for the Oakland Museum.

Additional travel includes Great Britain, Europe, Israel, Mexico, and the Far East.

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